Complete Streets Peer Exchange

Sponsored by:

The Federal Highway Administration (FHWA) and
Federal Transit Administration (FTA)

Hosted by:

Pueblo Area Council of Governments (PACOG)

January 6, 2026

Welcome!

- We are excited to have you here today.

- Thank you for joining us!

INTRODUCTIONS

- **Eva Cosyleon**, PACOG
- **Dylan Goodman**, PACOG
- **Hannah Haunert**, PACOG
- **Josue Pluguez**, FHWA
- **Brooke Struve**, PE, FHWA
- **Charlie Hanf**, FHWA-CO
- **Jennifer Shelby**, U.S. DOT Volpe Center

Welcome to our Peers

Patrick Hartley
Planning Administrator
City of Tucson

SooGyu Lee
Administrator
City of Las Cruces

Opening Remarks

Andrew Edwards
Senior Community Planner
Federal Highway Administration

Eva Cosyleon
MPO Manager
Pueblo Area Council of Governments

Jason Nelson
Traffic Safety & Engineering Program Engineer
Colorado Department of Transportation Region 2

Transportation Planning and Capacity Building (TPCB) Program

- Designed to help decision makers, transportation officials, and staff resolve the increasingly complex issues they face when addressing transportation needs in their communities.

- Targets State, local, regional, and Tribal governments, transit operators, and community leaders.

Peer Exchange Purpose

- This peer exchange will provide an opportunity for Pueblo area transportation planning agencies to learn how peer agencies have implemented Complete Streets policies, engaged the public and approached capacity building, and employed best practices for cost effective implementation

Peer Exchange Agenda – January 6, 2026

- 10:00 – 10:45 AM — Welcome and Introductions
- 10:45 – 11:45 AM — Getting Started: Complete Streets
- 11:45 AM – 12:15 PM — PACOG Complete Streets
- 12:15 – 1:15 PM — LUNCH
- 1:15 – 2:15 PM — Peer Presentation 1: City Of Tucson Complete Streets Program Overview
- 2:15 – 2:30 PM — BREAK
- 2:30 – 3:30 PM — Peer Presentation 2: Las Cruces Complete Streets
- 3:30 – 4:45 PM — Walk Audit
- 4:45 – 5:00 PM — Wrap Up

Ice Breaker Activity

Getting Started: Complete Streets

Josue Pluguez
Complete Streets Coordinator
Federal Highway Administration

FHWA Perspective on Designing Safer Streets For All

DESIGNING SAFER STREETS

Location: Pueblo, CO

Date: January 6 - 7, 2026

U.S. Department of Transportation

Federal Highway Administration

- Except for any statutes or regulations cited, the contents of this presentation do not have the force and effect of law and are not meant to bind the States or the public in any way. This presentation is intended only to provide information regarding existing requirements under the law or agency policies.

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- Unless otherwise indicated, FHWA is the source for all images in this presentation.

Overview

- Describe how incorporating safety countermeasures into planning, design, and maintenance for all users reduces roadway fatalities and serious injuries on our Nation's highways.

- Assess transportation networks to identify various modes (e.g., walking, biking, driving, and transit), and analyze strategies to prioritize safety for planning, design, and maintenance phases.

Our Current Reality

40,901

Lives lost in the United States from traffic crashes in 2023

7,314

Pedestrians killed in US traffic crashes in 2023

1,166

Bicyclists killed in US traffic crashes in 2023

The Safe System Approach

Minimizing the risk of fatalities and injuries to road users by taking into account:

- the possibility and likelihood of human error,
- the ability of the human body to withstand crash impact forces.

Source: FHWA

What are your goals for designing safer streets for all users?

?

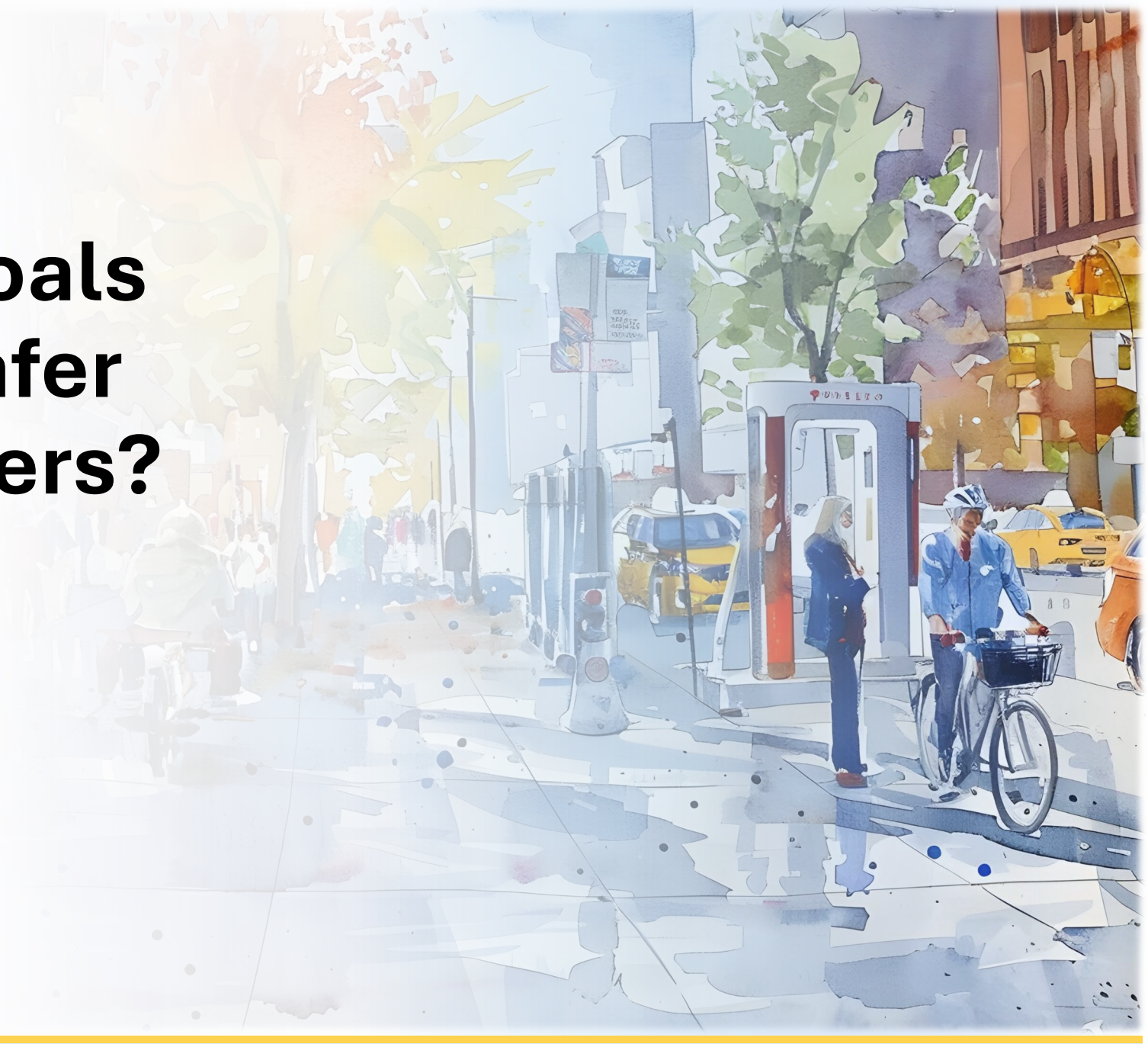


Image: pkproject/adobestock.com

Planning

What does Planning for All Users Look Like?

- Apply to EVERY context
- One size does NOT fit all
- Not every corridor will include sidewalks, bike lanes or transit
- Plan with existing and future land uses in mind
- Prioritize safety for all users and abilities

There is no magic formula.

Image: FHWA

Source: https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/

Planning for Connectivity—Considerations

- Ensuring transitions between facilities are predictable and well-defined
- Reducing conflicts among modes to encourage higher levels of walking, biking, and transit ridership
- Using land-use context zones together with functional classification (arterial, collector, local) to tailor street design and investment—matching speeds, lane widths, access management, and multimodal facilities to the place

Source: https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/multimodal_networks/fhwahep16055.pdf

Planning for Context Type

- Plan based on your context/land use category
  - Existing / Future

Source: https://www.fdot.gov/roadway/context-based-solutions/default.shtm

Transportation Planning Factors 23 U.S.C. 134 (h)(1)

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
- Increase the safety of the transportation system for motorized and non-motorized users.
- Increase the security of the transportation system for motorized and non-motorized users.
- Increase the accessibility and mobility of people and for freight.
- Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns.

23 U.S.C. 134 (h)(1)

Transportation Planning Factors

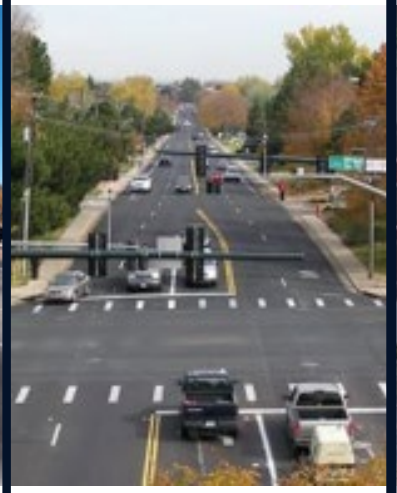
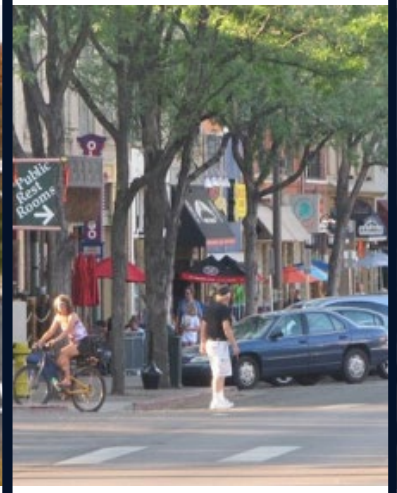
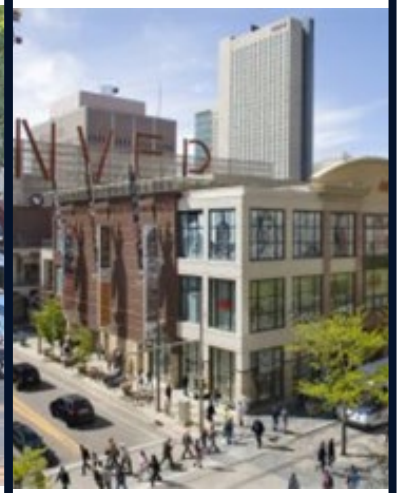
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
- Promote efficient system management and operation.
- Emphasize the preservation of the existing transportation system.
- Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation.
- Enhance travel and tourism.

23 U.S.C. 134 (h)(1)

Image: FHWA

Engineering & Design

Context Zones

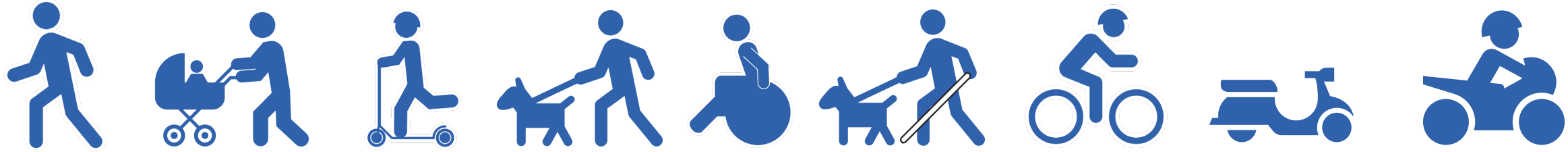
C1	C2	C3	C4	C5	C6
					
Rural Mountainous Environment	Rural Places	Suburban Places	Traditional Neighborhoods	Downtown Places	Urban Core

Source: https://www.codot.gov/business/designsupport/bulletins_manuals/2023-cdot-roadway-design-guide/chapter_1_new_framework_for_geometric_design.pdf

Modes

Who are you accommodating?

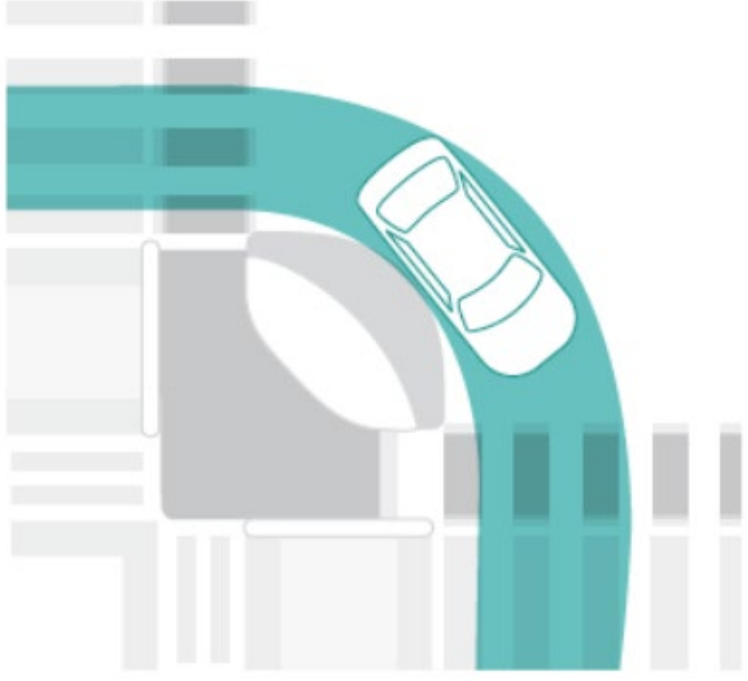
How will you accommodate them safely?



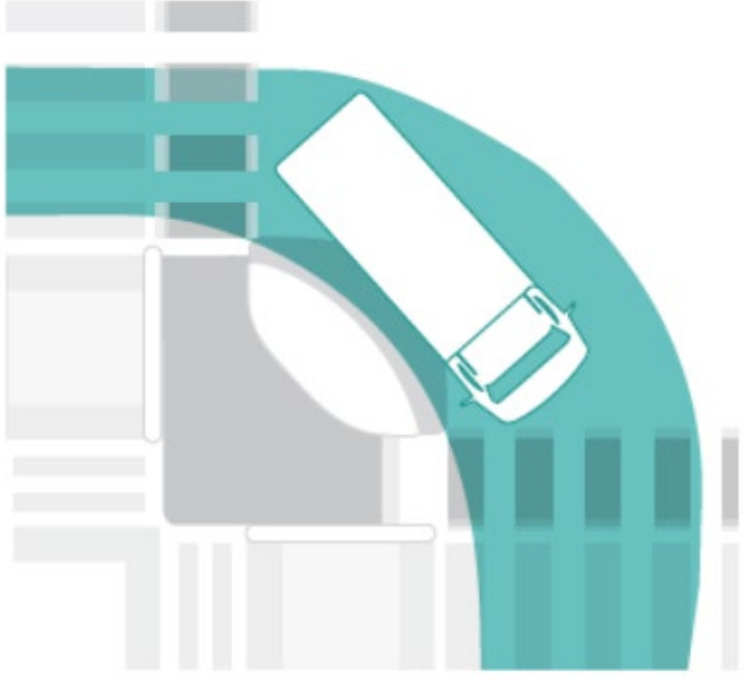
Images: FHWA

Managed, Design, and Control Vehicles

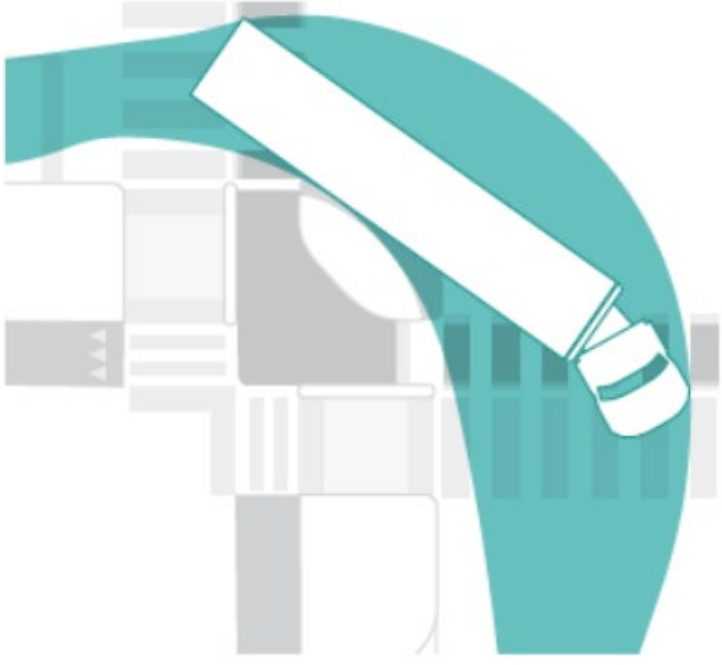
Managed Vehicle



Design Vehicle



Control Vehicle



Images: NACTO

Safe System Roadway Design

Remove Severe Conflicts

Safer Speeds

Manage Conflicts in Time

Increase Attentiveness and Awareness

Source: https://highways.dot.gov/safety/proven-safety-countermeasures

Image: FHWA

Safety issues addressed per countermeasure

Pedestrian Crash Countermeasure for Uncontrolled Crossings	Safety Issue Addressed				
	Conflicts at crossing locations	Excessive vehicle speed	Inadequate conspicuity/ visibility	Drivers not yielding to pedestrians in crosswalks	Insufficient separation from traffic
Crosswalk visibility enhancement	✓	✓	✓	✓	✓
High-visibility crosswalk markings*	✓		✓	✓	
Parking restriction on crosswalk approach*	✓		✓	✓	
Improved nighttime lighting*	✓		✓		
Advance Yield Here To (Stop Here For) Pedestrians sign and yield (stop) line*	✓		✓	✓	✓
In-Street Pedestrian Crossing sign*	✓	✓	✓	✓	
Curb extension*	✓	✓	✓		✓
Raised crosswalk	✓	✓	✓	✓	
Pedestrian refuge island	✓	✓	✓		✓
Pedestrian Hybrid Beacon	✓	✓	✓	✓	
Rectangular Rapid-Flashing Beacon	✓		✓	✓	✓

*These countermeasures make up one combined countermeasure, “crosswalk visibility enhancements.” Multiple countermeasures may be implemented at a location as part of crosswalk visibility enhancements.

https://www.fhwa.dot.gov/innovation/everydaycounts/edc_5/docs/STEP-guide-improving-ped-safety.pdf

Image: FHWA

Design Goals – Making a Choice

- Design for a place
  - Roadway design can be tailored to fit its local context by integrating adjacent land use and context-sensitive spacing to encourage slow and predictable speeds.

- Design for movement
  - Higher speeds call for separation between modes and management of conflicts

Urban/Suburban - Design

- Pedestrian Hybrid Beacons (PHBs) can reduce pedestrian crashes by up to 55%. PHBs are Proven Safety Countermeasures (PSC) that assist pedestrians in safely crossing at non-intersection locations.
- Pedestrian Refuge Islands can reduce pedestrian crashes by up to 56%. Median with Marked Crosswalk can reduce crashes by up to 46%. Another PSC that assist pedestrian in safety at non-intersection locations.

Source: https://highways.dot.gov/safety/proven-safety-countermeasures

Image: FHWA

Rural - Design

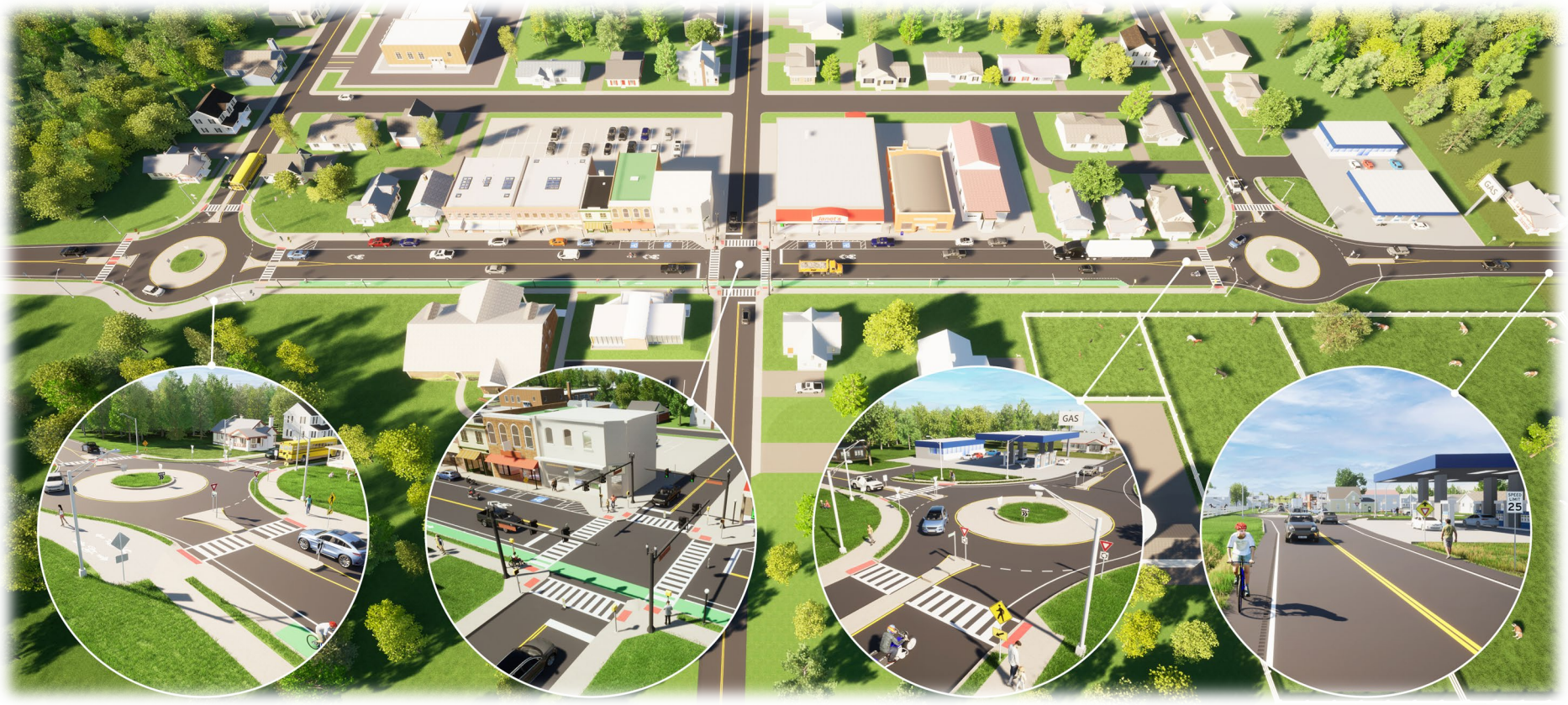


Image: FHWA

- Roundabouts can reduce total crashes by up to 68% and injury crashes by up to 88% on higher-speed two-lane rural roads.
- Shoulder rumble strips can reduce single-vehicle run-off-road fatal and injury crashes by as much as 51% on two-lane rural roads.

Source: https://highways.dot.gov/sites/fhwa.dot.gov/files/2024-01/FHWA_PSCs_in_Rural_Communities_508.pdf

Design Decision Documentation

- As a transportation practitioner (planners and designers), consider documenting :
  - Design controlling criteria
  - Context-based design and decision-making
  - Assessment and evaluation methods
  - Mitigation strategies to design exceptions
  - Risk management

Pedestrian Crossings: Orange Blossom Trail, FL

Image capture: Jul 2024 © 2025 Google

Maintenance for all user facilities

Maintenance for pedestrians and bicyclists' facilities

- Maintenance activities can involve:
  - inspecting,
  - preserving,
  - repairing, and
  - restoring transportation facilities
- Keeping them in working condition for safe, convenient, and ADA-compliant use.

Image: Toole Design/FHWA

Maintenance Program Considerations

- Maintenance jurisdiction (Public agencies such as State DOTs, Local, Tribal, or community/adjacent property owners' responsibilities)
  - Laws, ordinances, or cooperative agreements
  - Funding (cost-share or full-funding arrangement)
  - Communication
- Quick Build opportunities and challenges
- Equipment
- Documentation
- Asset Management
- Inspection

Maintenance Plans

Agencies can consider:

- Establishing and communicating expected maintenance activities to the community and neighboring jurisdictions.
  - Clearing Snow
  - Removing overgrown vegetation
  - Other

- Establishing a mechanism for how the agency deals with unforeseen circumstances and changes in conditions.

Maintenance of Quick Build Elements

- Interim Condition or Pilot Project(s)
- Allow for lower-cost implementation and modifications on temporary projects, while agencies plan permanent solutions.
- The following criteria generally define quick-build features:
  - Expedited timeline +/- 1 year from planning to implementation
  - The design process anticipates changes after implementation
  - Materials are chosen to allow such changes over time
  - Projects often pilot approaches for permanent installation

State Practices

NCSA – Florida Department of Transportation

A Table of features provided by state staff:

Feature	Have constructed one or more	Have developed related design guidance	Have developed standard drawings
Leading Pedestrian Intervals 	X	X	
Buffered Bike Lanes 	X	X	X
Transit Shelters 		X	
Horizontal Traffic Calming 	X	X	X

- Florida adopted a policy for designing for all users and context classifications based on land use and integrated context classification throughout its “Florida Greenbook” as a design control, so different land use contexts and functional classifications have different design standards.

NCSA – Kentucky Transportation Cabinet

A Table of features provided by state staff:

Feature	Have constructed one or more	Have developed related design guidance	Have developed standard drawings
Leading Pedestrian Intervals 	X	X	
Buffered Bike Lanes 	X	X	X
Transit Shelters 			
Horizontal Traffic Calming 	X	X	X

- Kentucky's policy (2022) requires the establishment of a process to consider and document the needs of all users and abilities during the planning and project development of street, road, and highway improvements.

NCSA – Washington Department of Transportation

A Table of features provided by state staff:

Feature	Have constructed one or more	Have developed related design guidance	Have developed standard drawings
Leading Pedestrian Intervals 	X	X	
Buffered Bike Lanes 		X	X
Transit Shelters 	X	X	X
Horizontal Traffic Calming 	X	X	X

- Washington State screens projects for prioritizing safety for all users (2022) if they have a budget of $1,000,000 or more. Plans are subject to such requirements if they fall within incorporated city boundaries or population centers with active transportation gaps.

Selected References and Tools

- Safe Transportation for Every Pedestrian (STEP)
- FHWA Traffic Calming ePrimer
- Memorandum for Review of State Geometric Design Procedures or Design Criteria for Resurfacing, Restoration, and Rehabilitation Projects on the NHS
- Memorandum for Design Standards, FAST Act and Infrastructure Investment and Jobs Act Provisions
- Proven Safety Countermeasures
- Proven Safety Countermeasures in Rural Communities
- Manual on Uniform Traffic Control Devices for Streets and Highways
- My Street

Contact Us

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Image: pkproject/adobestock.com

PACOG Complete Streets Initiative

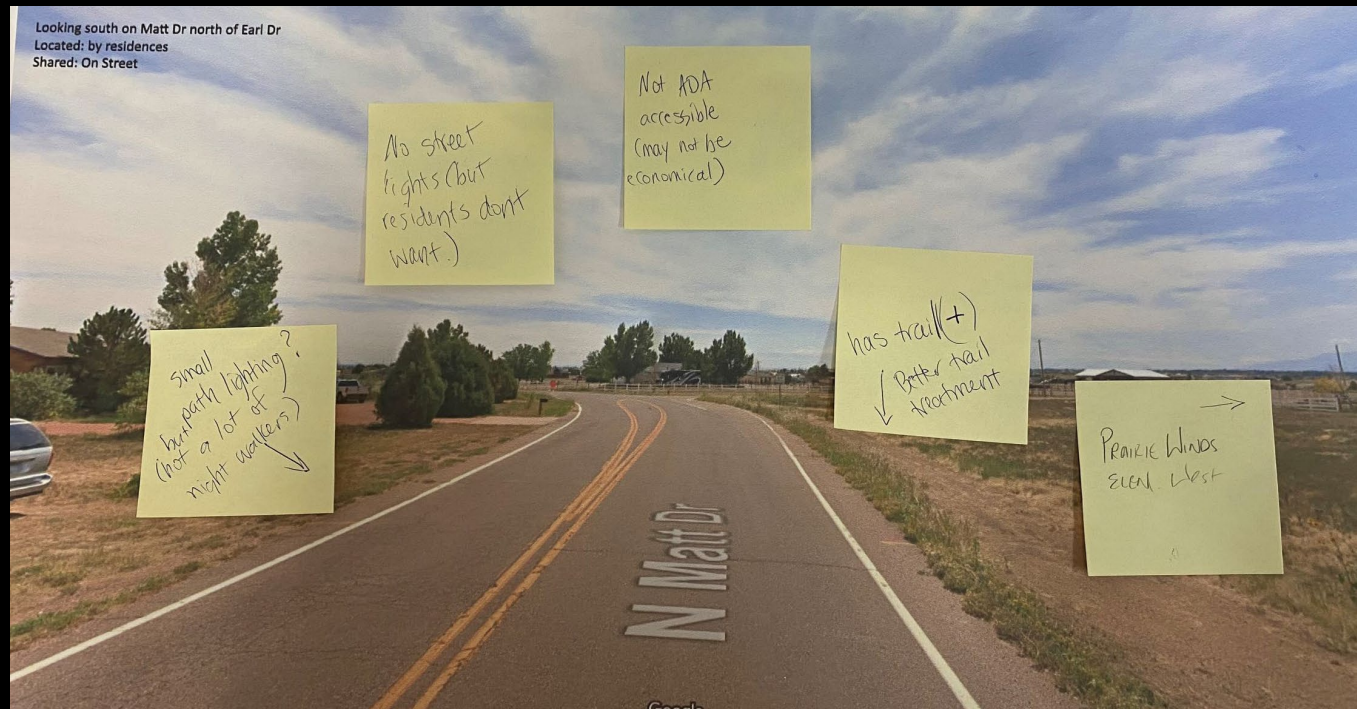
Eva Cosyleon
MPO Manager
Pueblo Area Council of Governments

PACOG Complete Street Initiative

Workshop No. 1

- Collaboration and coordination
- Share Data
- Understanding concepts and ideas

Interactive agenda



Workshop No. 2

- Understand challenges
- Introduction to walk audits
- Determine walk audit locations and things to consider
- Identified Funding opportunities

What are some of the challenges you face within your departments or as a community member as it relates to complete streets?

Walk Audit-what are they and why are they important.

- Physically walk or roll at a specific location (or corridor) and experience an area's walkability or non-walkability.
- Why: Provides a different perspective.

Workshop #3

City of Pueblo Pedestrian Crashes		Pueblo County Pedestrian Crashes	
2016-2023		2016-2021	
crashes	413	crashes	19
Serious Injuries	31	Serious Injuries	7
Fatalities	29	Fatalities	6

- Debriefed on walk and spot audits
- Presented current vulnerable user data
- Introduced policy elements
- Brainstormed vision and commitment statement.

Complete Street Policy Elements:

1. Establishes commitment and vision
2. Prioritizes underinvested and underserved communities
3. Applies to all projects and phases
4. Allows only clear expectations
5. Mandates coordination
6. Adopts excellent design guidance
7. Requires proactive land-use planning
8. Measures progress
9. Sets criteria for choosing projects
10. Creates a plan for implementation

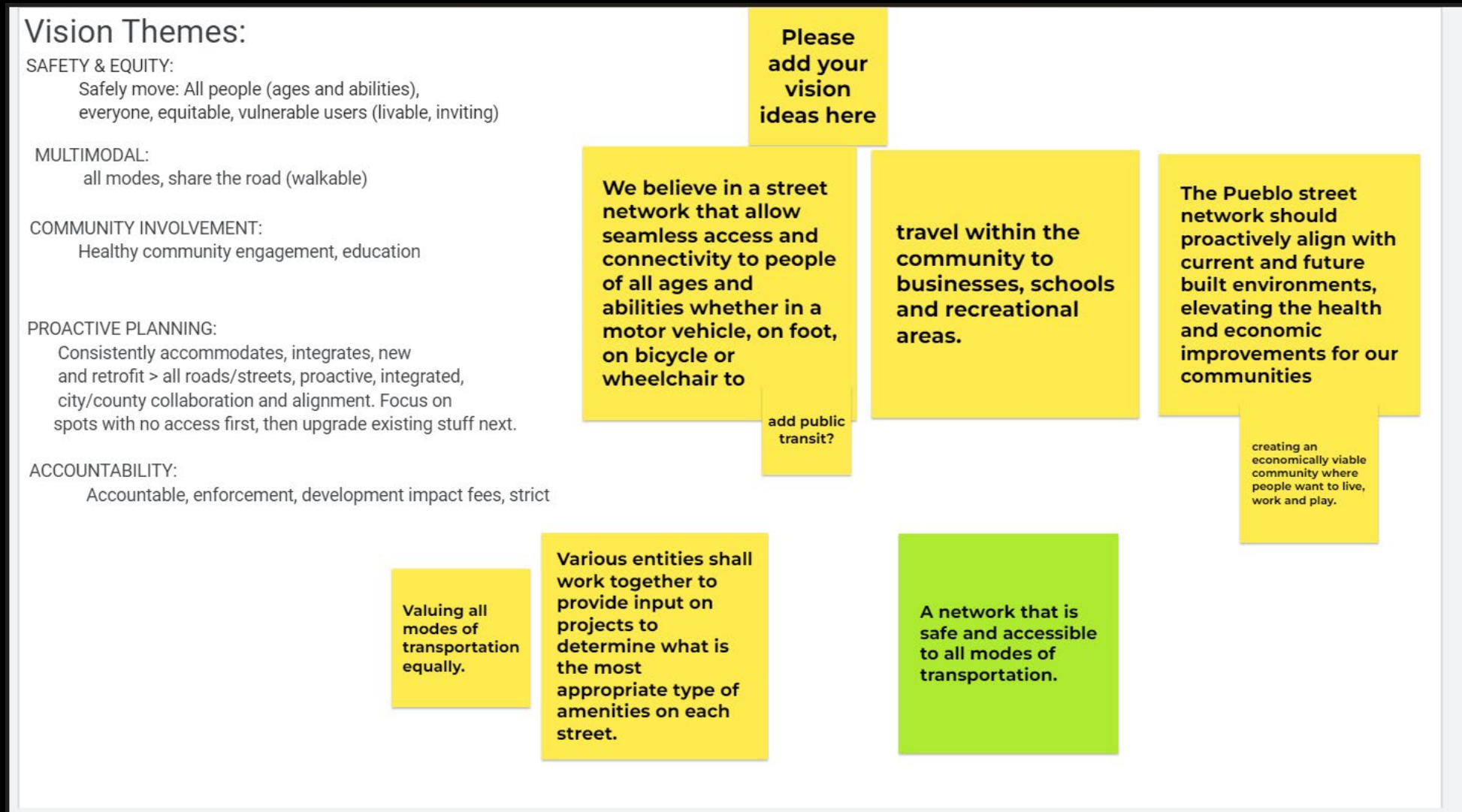
Walk and spot audit

Bonforte Blvd and McCulloch and Spaulding

- Sidewalk width not adequate.
- Missing ADA compliant ramps
- Missing Sidewalk access to stores
- Landscaping falling into sidewalk
- Transit stop not adequate
- Inaccessible push buttons
- Crosswalk timing too short
- Narrow sidewalks
- Limited to no ADA curb ramps
- Missing mid-block cross walk
- Broken or uneven sidewalk
- Landscape run-off
- Trip hazards

Workshop #4

- Vision Statement
- Identified challenges and opportunities



· STRONG WORDS:

Shall, Will, Committed, Commitment to enforcement, speeds limits, parking ADA in zones, parking in bike lanes, commitment to bike and pedestrian facilities.

· ENFORCEMENT:

o code, policy, compliance, updated ordinances, and codes, walk audit before all paving projects. Consistent infrastructure. Commitment to enforcement, speeds limits, parking ADA in zones, parking in bike lanes, required develope participation in public infrastructure development.

· COORDINATION:

o Balancing of needs, Common Standards, Mutual benefits to developers/pedestrians/cyclist/transit riders, Cooperation between city departments, solution addresses needs of all ages and abilities., required developer participation i public infrastructure development.

· FUNDING:

funding allocation, funding sharing cost supplement

Opportunities

Regulations,Code, Road Standards

some of these words may be too strong at the start - perhaps there is a phasing approach to help build capacity to complete requirements

when using less strong words, how is there a way to ensure accountability (i.e. must demonstrate efforts towards "striving to", etc.)

Commit to evaluating multimodal potential on all road classes (whenever up for new construction or maintenance) identified as eligible for multimodal consideration

Embed additional funding for multi-modal facility maintenance in property taxes.

Every project is unique and needs to be evaluated on a case-by-case basis. Consider words likes "strive to...", or "make an effort to"

Practices, Processes, Procedures

Staff capacity

Grant opportunities

Matching Requirements

Maintenance Responsiblities

Utilize community commissions, advisory groups, and advocacy groups.

Stakeholder Engagement

Plan (Short and Long Term)

Land Use Alignment

Reduce the number of roadway projects annually to reallocate appropriate budget dollars to fulfilling Complete Streets needs.

Will acknowledge that the role of streets is to build communities, not simply to move cars.

budget restraints

Higher development costs (to developer)

Opportunity: Higher initial development costs, but ultimately creates a more thriving business district - win for the businesses and City/County.

Higher costs are not always a "win-win". Sometimes the developer doesn't have the capital to build the project. If they do, they always pass it on to buyers, negating affordability

Workshop No.5

- Vision Statement
- Turning principles into goals
- Key issues and Opportunities

Working Vision Statement:

We believe that a transportation network should provide safe, seamless access and multi-modal connectivity to people of all ages and abilities, especially to pedestrians, cyclists, the disabled, and users of mass transit. For this reason, we shall work to create safe, accessible, maintainable, and appealing roadways, pathways, and other right-of-way's which proactively align with current and future built environments, elevate the health and economic vitality of our communities, and create an environment where people are able to live, work and play.

Key Issues and Opportunities:

- Practices/Processes/Procedures:
  - Who is responsible for overseeing and ensuring implementation?
  - How will staff be trained? What will they be trained on?
  - How will these projects be funded? For federal and state funds will we be able to provide local matches? What budgetary constraints will we be facing?
  - Case by case vs standardization
  - What are concrete implementation steps we can take?
- Regulations: Codes and road Standards:
  - Should this be combined with a comprehensive redesign of our road standards or should we try and fit complete streets into our current standards? Do we have the resources to undertake the former?
    - Do we want the city and county to have a universal code? How do we get funding for it?
  - How do we maintain these improvements, do we continue to place care for sidewalks on the property owner?
  - Larger projects vs implementation over multiple projects?
    - Do we have minimum implementation requirements?
    - What types of projects (maintenance, retrofit, new) are excepted from an implementation requirement?
  - What will allowed exemptions be? What will the process for Ok'ing an exemption look like
  - How do we incorporate complete streets with ongoing zoning reform and transit planning?
- Plans (Short and Long-range)
  - Do we have demonstrable support from the city gov and county commissioners? How do we gain their support?
  - How do we ensure consistent funding for complete streets implementation?
  - What short-range plans and master plans would need to be changed or modified?
  - Do we try and offset cost on developer, how do we use the complete street as a positive to entice development?
  - Could density and focused development/implementation be used control cost?

Where are we now and what do we hope to achieve?

Now:

- Comprehensive Safety Action plan
- Land Use Alignment
- Roadway Classification Design Standards and Policies Update
- Greenhouse Gas Reductions Requirements
- 2050 Long Range Transportation Plan

Hope to go:
Create a policy that is implemental but challenges the status quo, cost effective, fair, and sustaining.

Lunch

- Please return by 1:15 PM.

Patrick Hartley, City of Tucson

- Planning Administrator for the Department of Transportation and Mobility.
- Oversees a division of eight who are responsible for long-range transportation planning, capital programming, intergovernmental coordination, oversight and implementation of Tucson's Complete Streets program, and managing a portfolio of over $400M in transportation improvements.
- Led the initial development of Tucson's Complete Streets program, authored Tucson's Street Design Guide, and managed Tucson's first long-range transportation plan in a generation.
- Over 14 years of professional experience.
- Started his career as the long-range and modal planner for Pima Association of Governments.
- Graduated from the University of Arizona with a master’s degree in urban planning.

CITY OF TUCSON

TRANSPORTATION

Complete Streets Program Overview

CITY OF TUCSON
TRANSPORTATION & MOBILITY

complete streets TUCSON

Presentation Overview

1) *Tucson Context*
2) *Tucson Policy Background*
3) *Policy Implementation*
4) *Progress to Date*
   - *Successes*
   - *Lessons learned*

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complete streets TUCSON

Tucson Transportation Context

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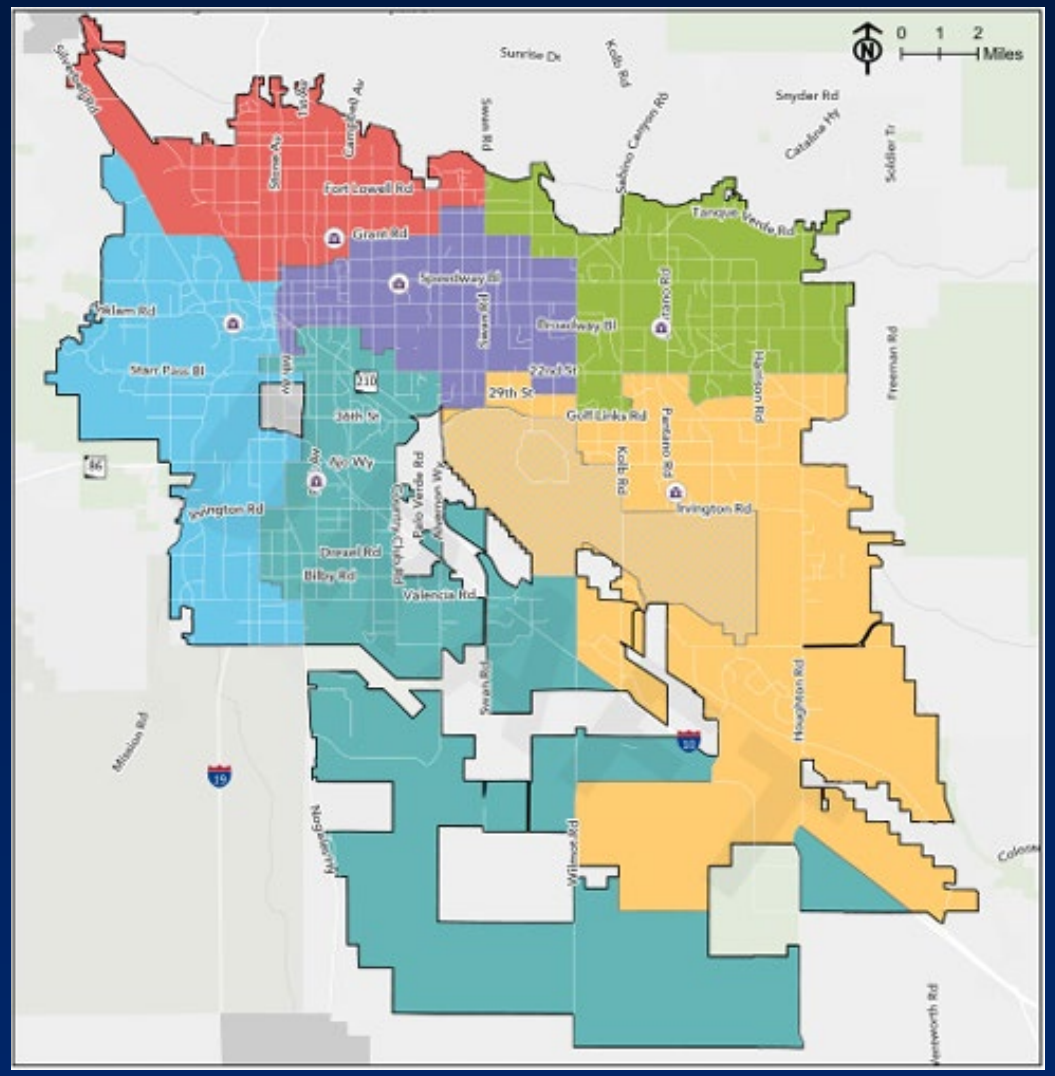

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Tucson Overview

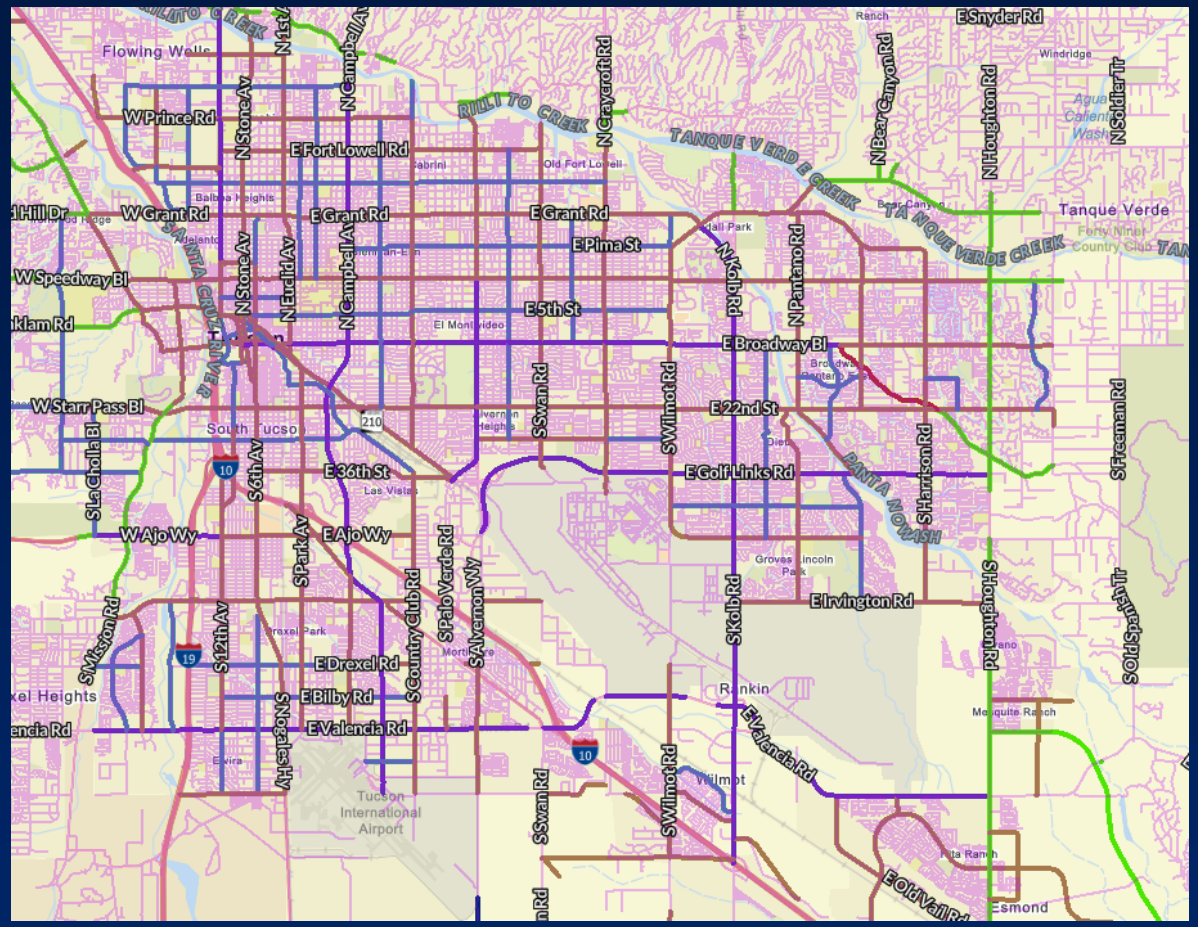
- Pop: 540,000
- Area: 240 sq. miles

Metro Population: 1,100,000

- 25% increase in City's daytime population

City of Tucson grew 9X between 1950-1990 (1.3X since 1990)

Poverty rate (14.4%) higher than U.S. average (12%)



Transportation Overview

- Developed along major street grid
  - Arterial (section roads)
  - Collector (1/2-section)
  - Local Streets

70% of VMT on arterial network
2nd highest share in nation*

Interstate 10 located along edge of the city

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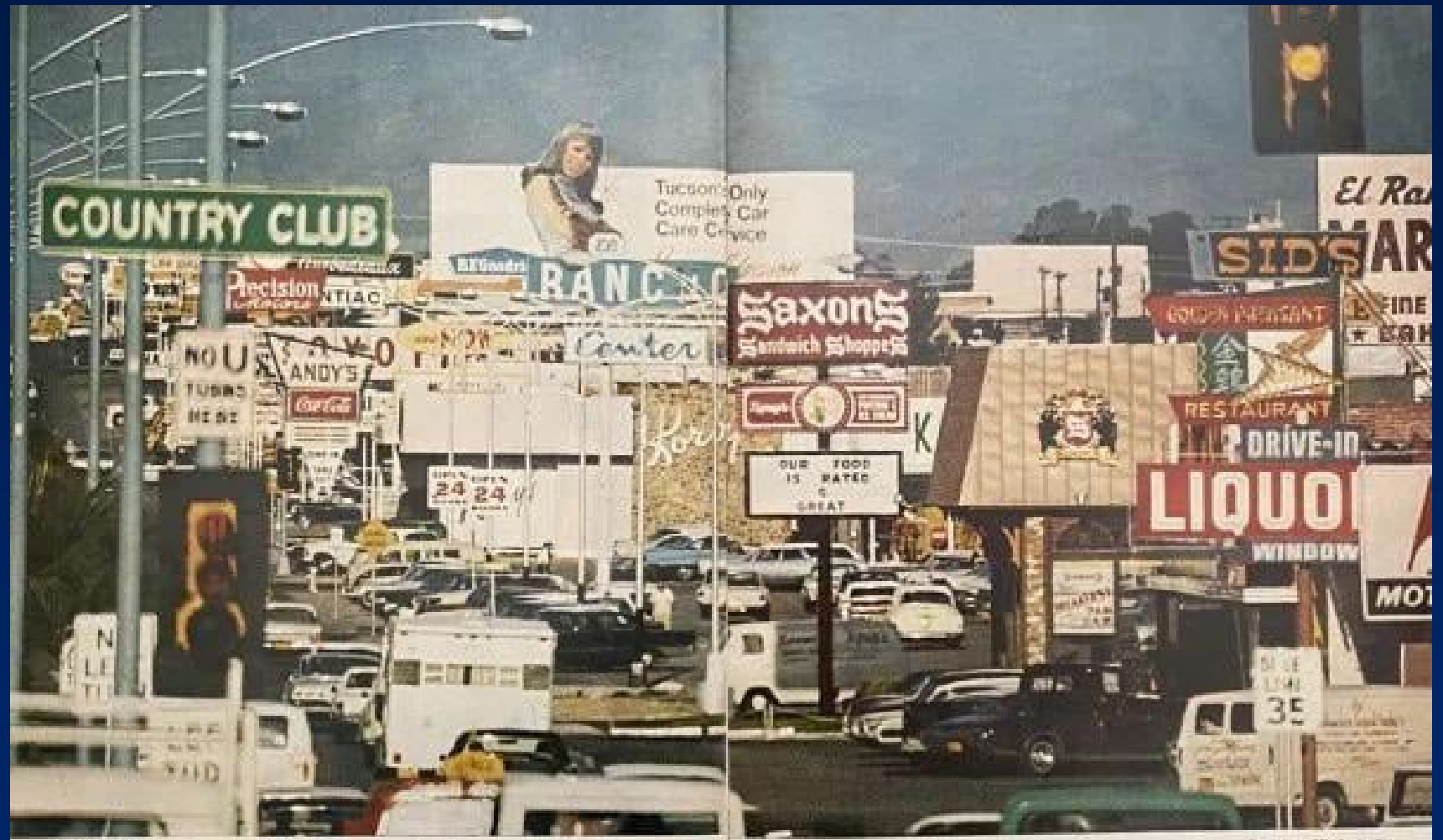
**Source: TTI Urban Mobility Report. 101 largest urban areas. Cape Coral, FL has higher share. - Avg is. 50%*

America's Ugliest Street?

Speedway Blvd - Tucson, AZ

LIFE Magazine

1970



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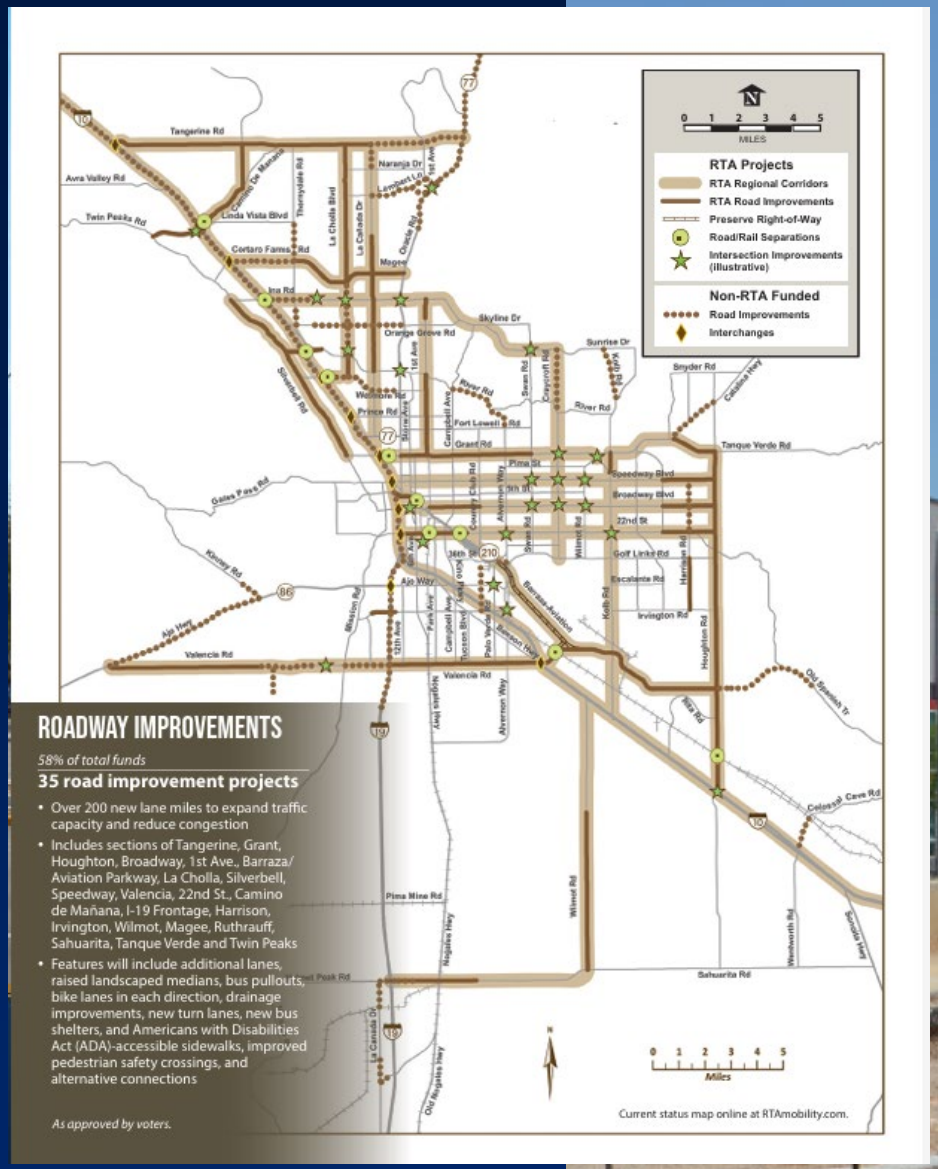
2745
KENT'S TOOLS
JEWELRY • LAPIDARY • TOOLS • SUPPLIES
GEM SHOW
KENT'S TOOLS
KENT'S TOOLS
PARKING
BEER • WINE • GROCERIES
SMOKE SHOP WARE
Z MARKET
SMOKE SHOP


BLACK CROWN COFFEE
4020
CENTRAL ANIMAL HOSPITAL
E Speedway Blvd


N Tucson Blvd
ANGEL VALLEY
© 2024 Google


36-ft
N Treat Ave



ROADWAY IMPROVEMENTS

58% of total funds

35 road improvement projects

- Over 200 new lane miles to expand traffic capacity and reduce congestion
- Includes sections of Tangerine, Grant, Houghton, Broadway, 1st Ave., Barraza/ Aviation Parkway, La Cholla, Silverbell, Speedway, Valencia, 22nd St., Camino de Mañana, I-19 Frontage, Harrison, Irvington, Wilmot, Magee, Ruthrauff, Sahuarita, Tanque Verde and Twin Peaks
- Features will include additional lanes, raised landscaped medians, bus pullouts, bike lanes in each direction, drainage improvements, new turn lanes, new bus shelters, and Americans with Disabilities Act (ADA)-accessible sidewalks, improved pedestrian safety crossings, and alternative connections

As approved by voters.

RTA
Regional Transportation Authority

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Rank	Metro Area	Avg. annual pedestrian fatality rate per 100k people (2018-2022)	Pedestrian deaths (2018-2022)	Pedestrian deaths (2013-2017)	Long term trend in fatality rate
1	Memphis, TN-MS-AR	5.14	343	186	2.37
2	Albuquerque, NM	4.83	221	138	1.78
3	Tucson, AZ	4.16	217	105	2.08
4	Bakersfield, CA	3.99	181	151	0.55
5(t)	Deltona-Daytona Beach-Ormond Beach, FL	3.96	134	107	0.53
5(t)	Baton Rouge, LA	3.96	172	99	1.57

DANGEROUS BY DESIGN 2024

Policy Background

Complete Streets Resolution

Pima Association of Governments

Metropolitan Planning Organization for Pima County, Arizona

2015 – Pima Association of Governments passed a Complete Streets Resolution

Encourages member jurisdictions to promote intentional project design, planning, and policymaking that centers on safety, accessibility, and connectivity for all types of travel.

Including developing their own Complete Streets initiatives

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Community Advocacy

living streets alliance

https://www.livingstreetsalliance.org

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TUCSON'S COMPLETE STREETS

Policy Development Background

OCT. 2016

Living Streets Alliance (LSA) awarded grant from AHA to pursue Complete Streets initiative

SEPTEMBER 2017

Workshop featuring National Complete Streets Coalition trainers

JAN. 2018

Mayor and Council direct Transportation staff to work with stakeholders to develop a Complete Streets Policy

APRIL 2018

LSA and Tucson Transportation host special sessions with international speaker Gil Peñalosa

MAY-DEC. 2018

Complete Streets Task Force formed to develop policy

SEP. 2018

Mayor and Council approve Guiding Principles for the Complete Streets Policy Development

FEB. 2019

Mayor and Council adopt the City of Tucson Complete Streets Policy

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Complete Streets Policy Adoption

Tucson Mayor and Council adopted the Tucson Complete Streets Policy on ***February 5, 2019***

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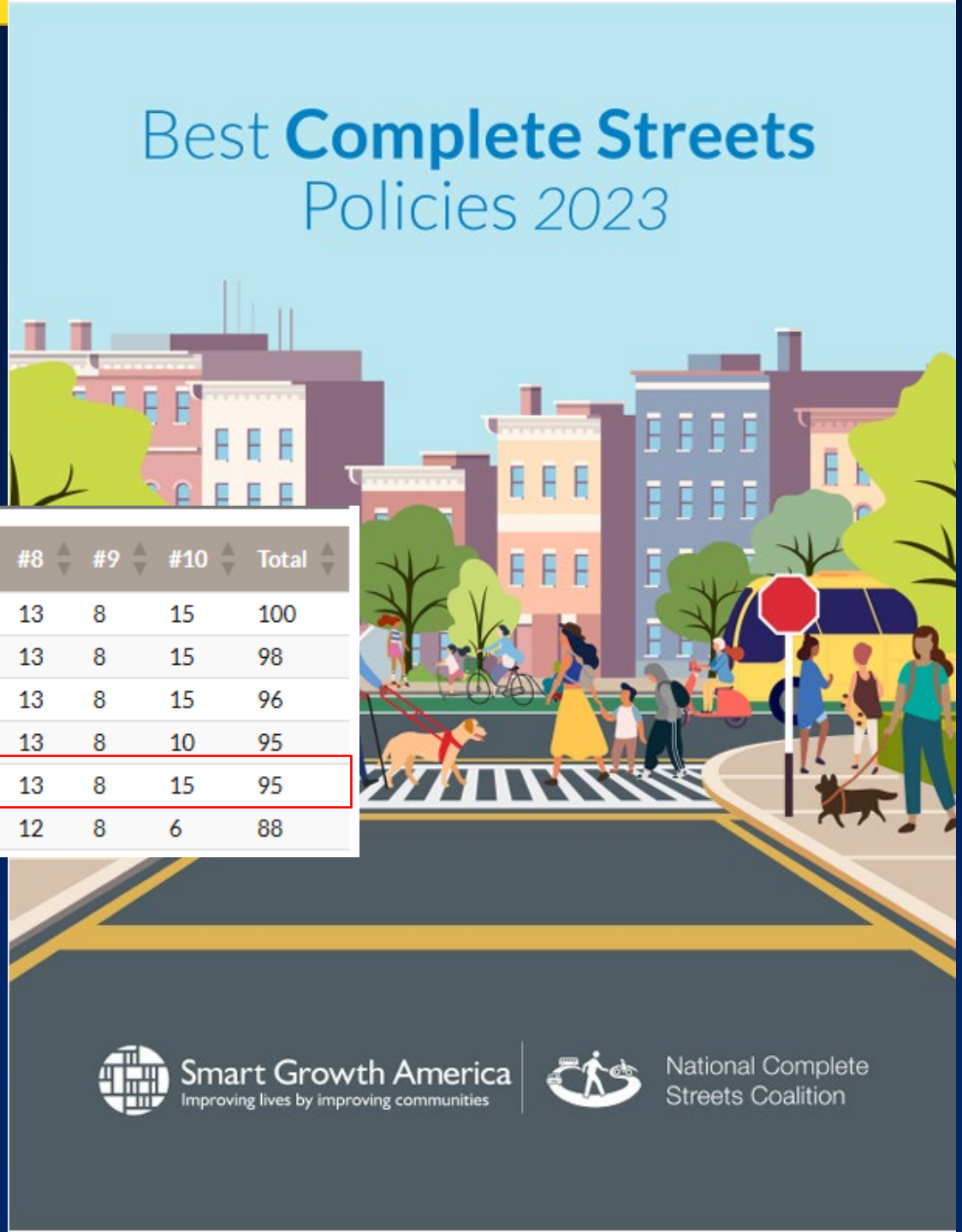
Policy Goals

- ***Safety*** *– Complete Streets provide a safe travel experience to all and designing Complete Streets is a safety strategy to eliminate preventable traffic fatalities.*
- ***Accessibility*** *– Complete Streets serve people of all ages and abilities.*
- ***Equity, Diversity, And Inclusivity*** *– Complete Streets elements are implemented equitably and inclusively throughout the city.*
- ***Land Use*** *– Complete Streets incorporate context sensitive, flexible design approaches and consider the surrounding community's current and expected land use and transportation needs in an interconnected manner.*
- ***Environment*** *– Complete Streets preserve and protect Tucson's environment and increase health by providing opportunities for active transportation (walking, biking, etc.) reducing vehicle miles traveled, and decreasing pollution caused by motor vehicles.*
- ***Economic Vitality*** *– Complete Streets help spur economic development by supporting business and job creation and by promoting resiliency in the workforce through access to multiple mobility options.*



Jurisdiction	State	Year passed	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	Total
Howard County	MD	2019	12	9	10	8	8	7	10	13	8	15	100
City of Rogersville	MO	2020	12	9	10	6	8	7	10	13	8	15	98
City of El Paso	TX	2022	12	9	10	4	8	7	10	13	8	15	96
City of Joplin	MO	2022	12	9	10	8	8	7	10	13	8	10	95
City of Tucson	AZ	2019	12	9	10	4	8	7	9	13	8	15	95
City of Rolling Meadows	IL	2020	12	9	10	6	8	7	10	12	8	6	88

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Policy Implementation

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Complete Streets Implentation Table

Actively Working on or Completed 11/14 Implementation Steps

1. Hired a Complete Streets Program Coordinator
2. Offer Training to Staff – Including with Partnership with Smart Growth America

4. Revised Street Design Standards
5. Developed Project Prioritization
7. Developed Complete Streets Checklist
9. Proactively implementing Speed Management Strategies
10. Experimenting with Tactical Urbanism
11. Developed a plan for Accommodating each mode at network level
12. Facilitated coordination between Complete Streets and existing plans
13. Completed a plan to ensure robust meaningful public engagement
14. Actively seeking funding for projects

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TABLE 2 IMPLEMENTATION CHART

1.	Hire a Complete Streets Project Manager to oversee all aspects of the Complete Streets Policy including its implementation.
2.	Offer training opportunities at least once per fiscal year to boost staff capacity in Complete Streets Policy implementation. Trainings can focus on Complete Streets design and implementation, community engagement, equity, smart technology, or other relevant topics. The City shall also encourage and facilitate professional development in the Complete Streets approach by sending staff to national conferences or other trainings. Complete Streets Coordinating Council members shall be included in these trainings, as appropriate. The general public may also be included in these trainings, whenever feasible.
3.	Identify, review, and revise existing relevant procedures, plans, regulations, and other processes for consistency with the Complete Streets Policy.
4.	Review and revise street design standards currently used in the planning, designing, and implementation phases of transportation projects to ensure that they reflect the best available design guidelines for effectively implementing Complete Streets facilities. Draft a Complete Streets Design Manual, pulling from nationally recognized best practices, by September 2019.
5.	Develop a project prioritization tool as outlined in Section 9.
6.	Identify performance targets and select performance measures as outlined in Section 8.
7.	Develop and adopt other tools, such as a Complete Streets Checklist, as necessary to help guide project implementation.
8.	Identify ways to improve other City practices to better align with the vision and intent of the Complete Streets Policy and changing trends in the industry, including smart technologies, parking regulations, and guidelines for transportation impact studies that include multimodal metrics (such as multimodal level of service analysis and multimodal/urban trip generation methods).
9.	Proactively implement automobile speed-management strategies—such as right-sizing, striping narrower lanes, narrowing turn radii, and adding traffic-calming/green stormwater infrastructure features like speed tables, neighborhood traffic circles, curb extensions, and chicanes—during planned maintenance and operations as well as retrofitting projects.
10.	Experiment with the use of "tactical urbanism" and "lighter, quicker, cheaper" techniques utilizing temporary materials—like paint, planters, and portable street furnishings—for a variety of Complete Streets enhancements (such as protected bike lanes, traffic calming and management features, plazas, parklets, and intersection safety improvements), to test out ideas, implement pilot projects, and gather community input more quickly.
11.	Develop a plan for accommodating each mode of transportation at a network or system level, in addition to such considerations at the project level. This process may include the completion of a Mobility Master Plan, a Pedestrian Master Plan, a Bicycle Master Plan, a Transit Master Plan, and/or a Freight Master Plan. It may also include the adoption of an Expanded Functional Classification System and/or a of street typology system to provide a multi-modal emphasis and a context-sensitive approach in the way streets are classified and designed.
12.	Facilitate coordinated implementation of both the Complete Streets Policy and existing plans and policies that support the creation of Complete Streets, including but not limited to Plan Tucson, the Bicycle Boulevard Master Plan, the Americans with Disabilities Act (ADA) Transition Plan, the Pedestrian Safety Action Plan, and Green Streets Active Practice Guidelines, as well as future plans that may relate to Complete Streets implementation.
13.	Create a plan to ensure robust, meaningful, and inclusive community engagement, with a particular emphasis on engagement of communities that have traditionally been underrepresented in city planning and decision-making processes. The plan shall include specific strategies for overcoming barriers to engagement associated with race/ethnicity, income, age, disability, English language proficiency, vehicle access, and other factors linked to historic disenfranchisement.
14.	Actively seek sources of public and private funding to assist in the implementation of this Policy.

1. Hired a Complete Streets Program Coordinator

- *1st Action Item Completed in Policy Implementation*
- *Created a point-person to operationalize the policy with the Department of Transportation*
- *Focused on developing a process and work tasks to implement the Complete Streets Policy*
- *Began as a position, but has become a title that can move to different employees as the organization changes*

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Complete Streets Coordinating Council

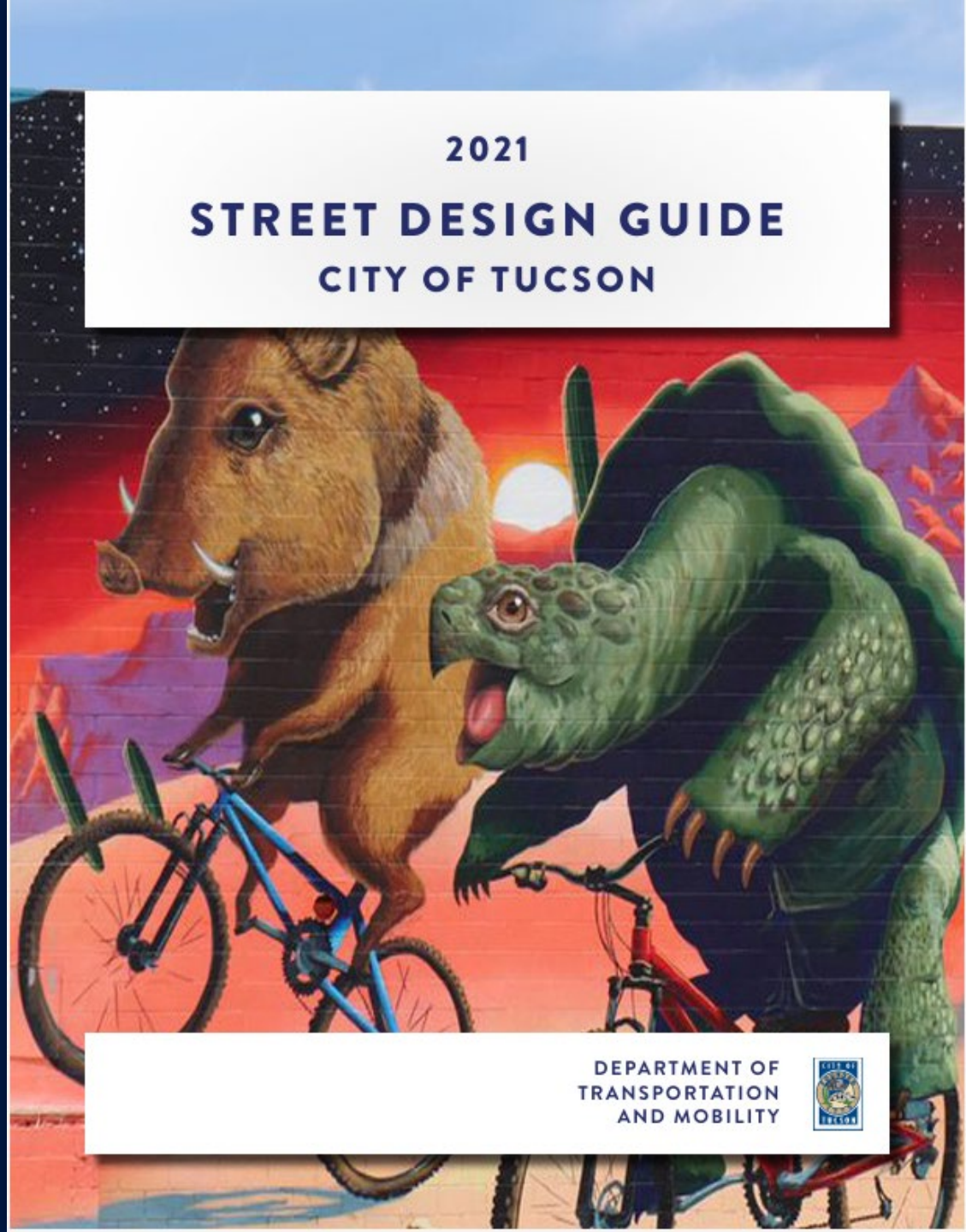
- **Public Oversight Committee for Move Tucson**

- **20 Members**
  - 17 voting
  - 3 non-voting

- Appointed through application process to represent different perspectives and areas of the City of Tucson

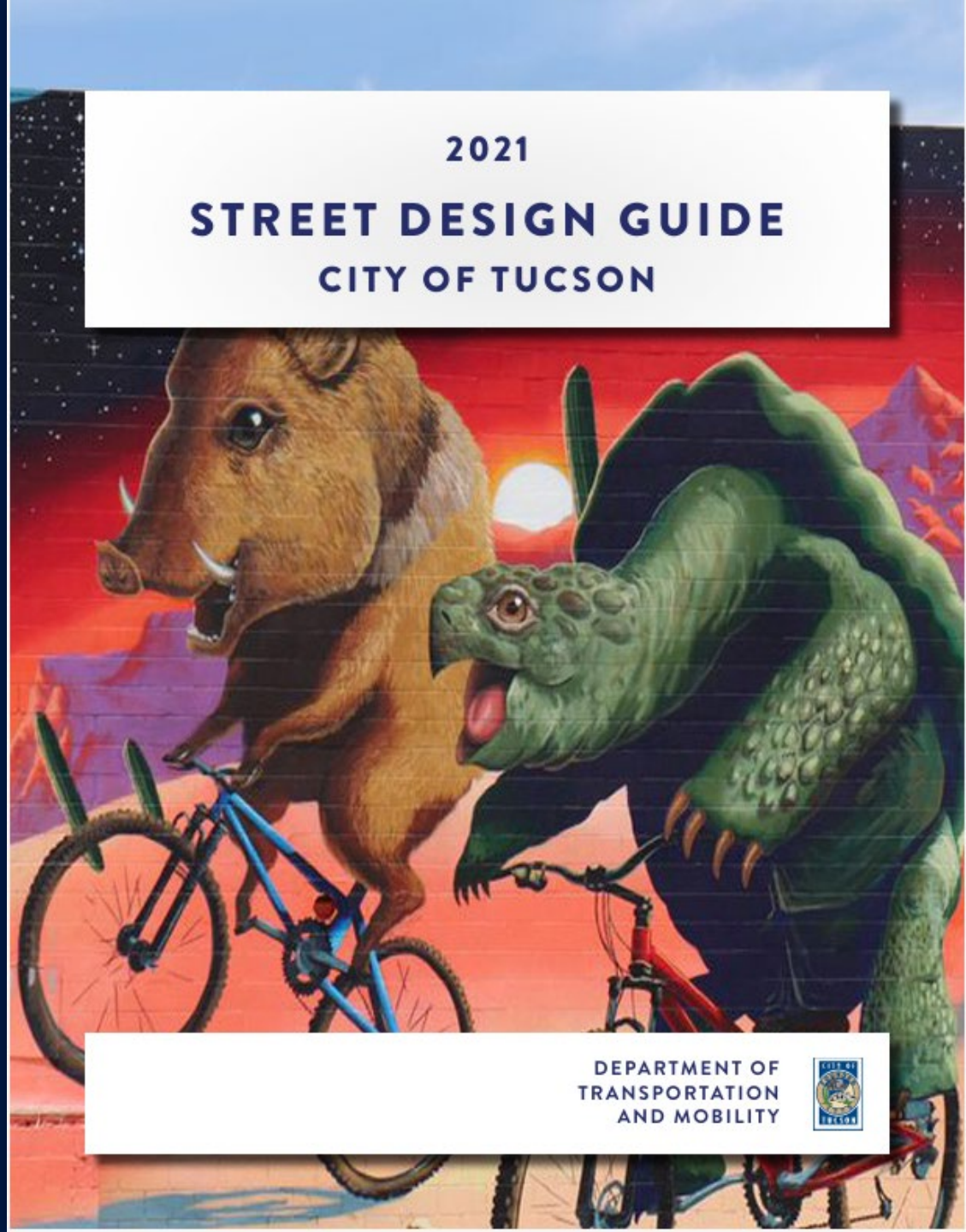
Developed Street Design Guide

- *Revised Street Design Standards*
- *Developed Complete Streets Checklist*



Developed Street Design Guide

- *Establishes context-sensitive street typology*
- *Identifies preferred dimensions by street type*
- *Provides modal specific design guidance*



Street Design Guide – Realms

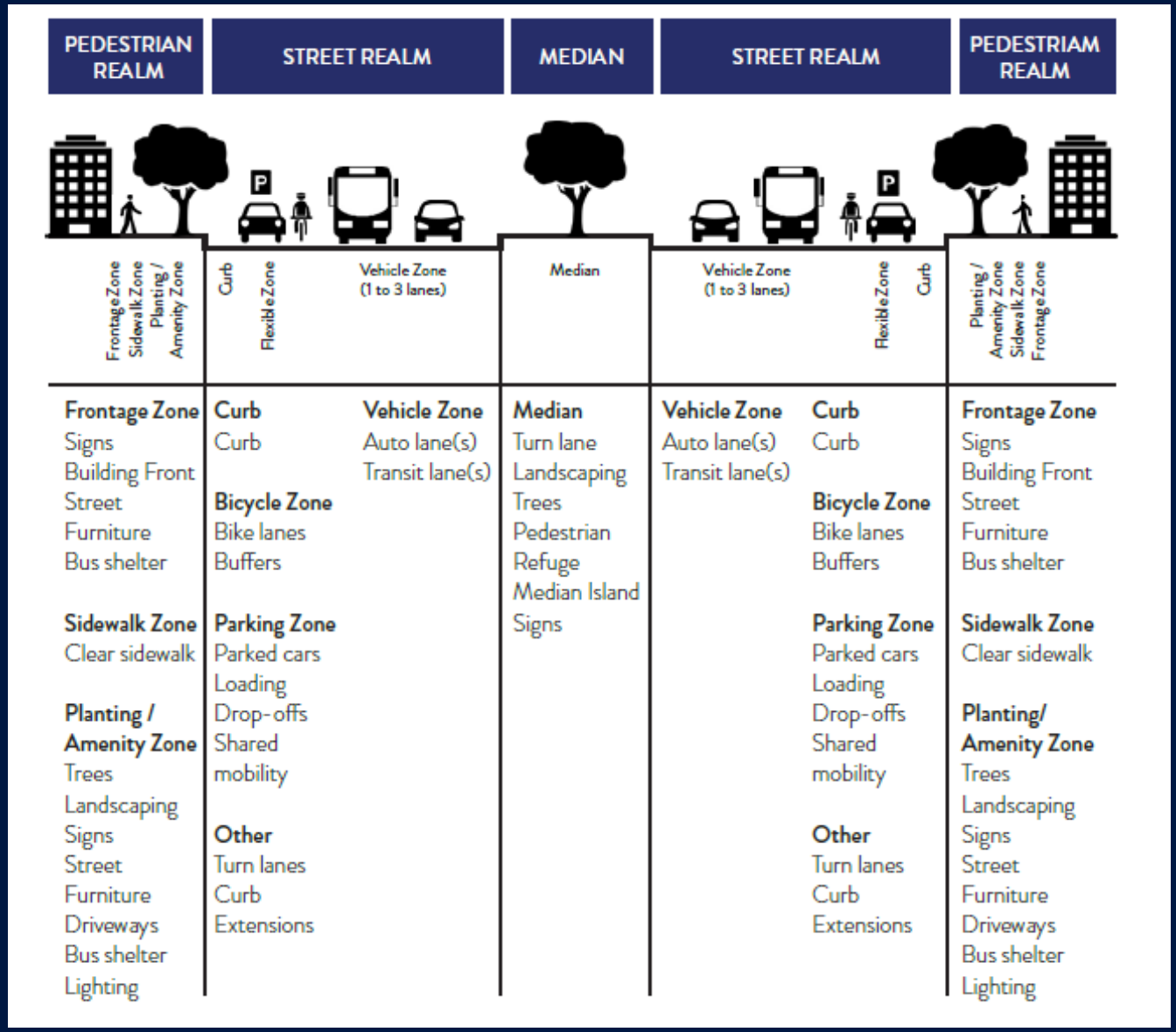


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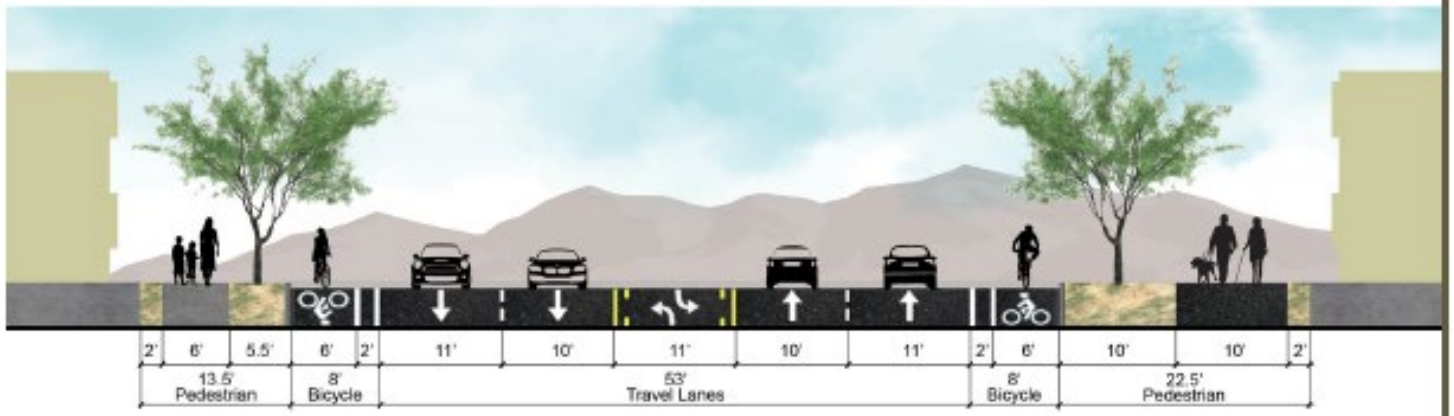
Table 2.4
Cross Section Dimensions for Tucson Street Types

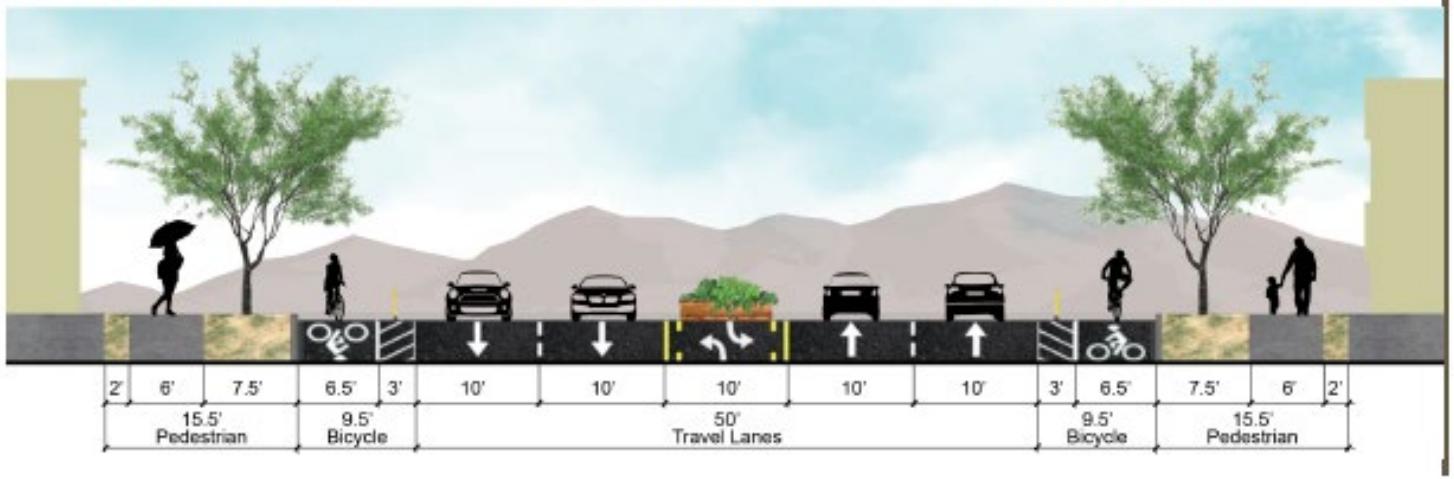
	PEDESTRIAN REALM									CURB	STREET REALM												MEDIAN		
	Frontage Zone			Sidewalk Zone			Planting/ Amenity Zone				Bicycle (includes buffers / protective features)			Parking			Curb Lane			Inside Lane(s)			Left-Turn Lane		
Street Type	Pref.	Min.	Max.	Pref.	Min.	Max.	Pref.	Min.	Max.	–	Pref.	Min.	Max.	Pref.	Min.	Max.	Pref.	Min.	Max.	Pref.	Min.	Max.	Pref.	Min.	Max.
Downtown / University District	2'+	2'	15'	8'–12'	6'	–	6'	4'	–	–	8'–11'	0'	–	8'	7'	9'	10'	9.5'	11'	10'	9.5'	11'	10'	9'	10'
Neighborhood Commercial District	2'+	2'	15'	8'	6'	–	6'	4'	–	–	8'–11'	0'	–	8'	7'	9'	10'	9.5'	11'	10'	9.5'	11'	10'	9'	10'
Urban Thoroughfare	2'+	2'	–	6'–8'	5'	–	8'–12'	6'	–	–	8'–11'	5'	–	NA	NA	NA	11'	10'	11'	10'	10'	11'	10'	10'	12'
Urban Connector	2'+	2'	–	6'–8'	5'	–	6'–10'	4'	–	–	8'–11'	5'	–	8'	7'	9'	10'	10'	11'	10'	10'	11'	10'	9'	11'
Suburban Thoroughfare	2'+	2'	–	6'	5'	–	8'–12'	6'	–	–	8'–11'	5'	–	NA	NA	NA	11'	10'	12'	11'	10'	12'	11'	10'	12'
Suburban Connector	2'+	2'	–	6'	5'	–	6'–10'	4'	–	–	8'–11'	5'	–	8'	7'	9'	10'	10'	11'	10'	10'	11'	10'	10'	11'
Neighborhood Street	2'+	2'	–	5'	5'	–	4'–8'	0'	–	–	–	–	–	7'	7'	8'	7'	7'	10'	NA	NA	NA	NA	NA	NA
Shared Street	2'+	2'	–	–	–	–	–	–	–	–	–	–	–	NA	NA	NA	9'	9'	10'	NA	NA	NA	NA	NA	NA
Industrial Street	2'+	2'	–	5'	5'	–	2'–4'	0'	–	–	–	–	–	8'	7'	9'	12'	11'	14'	12'	11'	14'	12'	11'	14'

Street Type	CONNECTOR

Section 16. 105-ft ROW, suburban 5-lane, 2-way street, buffered bicycle lane, asphalt side path on one side of the street



Section 17. 100-ft ROW, urban 5-lane, 2-way street, pedestrian island, objected-protected bicycle lane



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Other Design Guidance (examples)

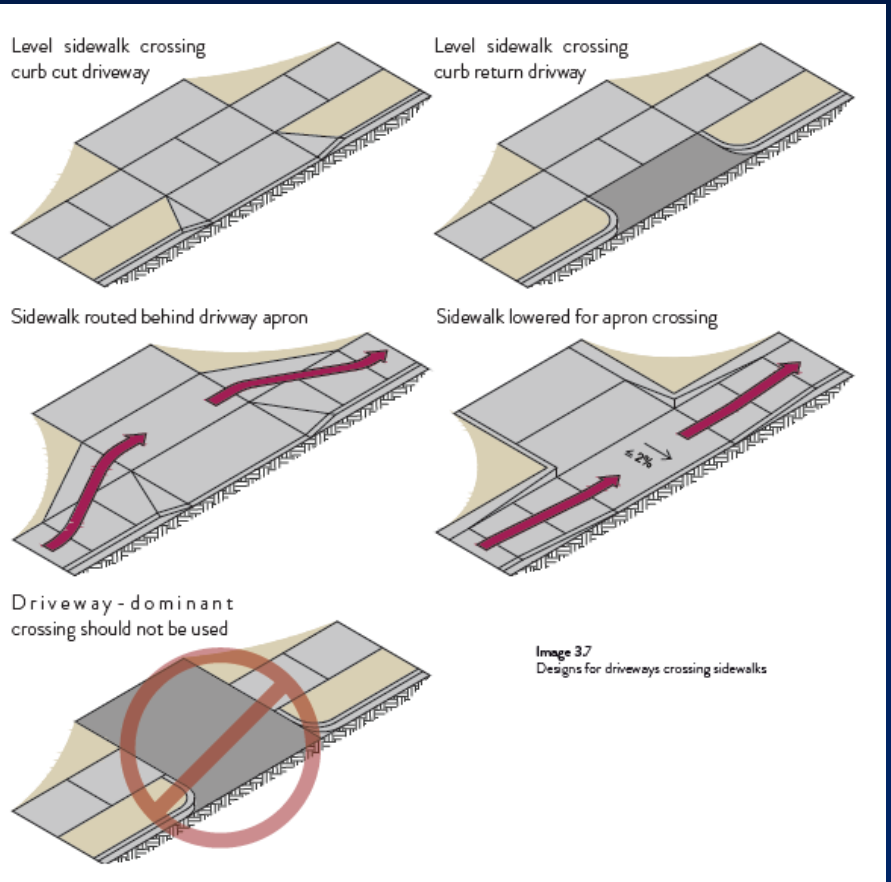

Image 3.7
Designs for driveways crossing sidewalks

Table 5.1
Guidance on Curb Radius by Street Intersection Type

STREET INTERSECTION TYPE	CURB RADIUS
Neighborhood Street to Neighborhood Street	15 feet
Connector, Thoroughfare, or Regionally Significant Corridor to Freight Corridor	25 feet
Regionally Significant Corridor to Regionally Significant Corridor	25 feet
Regionally Significant Corridor to Neighborhood Street	25 feet
Industrial Street to Industrial Street	30 feet
Industrial Street to Freight Corridor	30 feet
Freight Corridor to Freight Corridor	30 feet
All other street intersection types	**20 feet**

Table 5.2
Guidance on Curb Radius by Street / Driveway Intersection*

DRIVEWAY INTERSECTION TYPE	CURB RADIUS
Neighborhood Street / Driveway or Parking Area Access Lane (PAAL)	10 feet
Connector / Driveway or PAAL	15 feet
Thoroughfare / Driveway or PAAL	20 feet
Regionally Significant Corridor / Driveway or PAAL	25 feet

Table 4.2
Bicycle Facility Selection Guidance*

TRAFFIC VOLUME	POSTED SPEED	DRIVEWAY FREQUENCY	1ST CHOICE BICYCLE FACILITY	2ND CHOICE BICYCLE FACILITY	3RD CHOICE BICYCLE FACILITY	4TH CHOICE BICYCLE FACILITY
>6,000	30+ mph	Infrequent	Protected Bicycle Lane†	Raised Bicycle Lane	Buffered Bicycle Lane	Conventional Bicycle Lane
>6,000	30+ mph	Frequent	Raised Bicycle Lane	Protected Bicycle Lane	Buffered Bicycle Lane	Conventional Bicycle Lane
>6,000	25 mph	All	Protected/ Raised Bicycle	Buffered Bicycle Lane	Conventional Bicycle Lane	Shared Lane
3,000-6,000	25-30 mph	All	Buffered Bicycle Lane	Conventional Bicycle Lane‡	-	-
<3,000	25 mph	All	Shared Lane	-	-	-
<3,000	20 mph	All	Bicycle Boulevard	Shared Lane	-	-

CITY OF TUCSON
TRANSPORTATION & MOBILITY

Complete Streets Project Checklist

COMPLETE STREETS PROJECT CHECKLIST

Introduction

The City of Tucson views all transportation improvements as opportunities to foster a vibrant, healthy, equitable, interconnected, accessible, environmentally-sustainable, and more livable city where everyone can move about safely, comfortably, and with dignity. The City's Complete Streets Policy shall guide the development of a safe, connected, and equitable transportation network that promotes enhanced mobility for people of all ages and abilities including, but not limited to, people walking, biking, using transit, driving, using wheelchairs or other mobility devices.

The purpose of project checklist is to ensure that project teams, staff, and project reviewing bodies are incorporating the Complete Streets Policy into project design through the application of the Tucson Street Design Guide. The checklist should be used on transportation improvements that cost over $500,000. It should be used early in the design process to guide project development.

Overview

Project Name (if project is listed in the Transportation Improvement Program (TIP), use the same name):

Drexel Road Bridge

Project Manager:

Patrick Hartley

Project Extent (project termini to nearest cross streets):

Midvale Park Road to Calle Santa Crus

Project Description:

The Drexel Bridge project will consist of a new three-lane bridge (two travel lanes and a two-way left-turn lane) over the Santa Cruz River, connecting Midvale Park Rd to Calle Santa Cruz. The project will also include roadway improvements on the western approach between Midvale Park and Mahan Dr and intersection improvements at Calle Santa Cruz.

Complete Streets and Safety Elements include wide sidewalks,

Does the project contain segments on the Pedestrian High Injury Network (refer to the Pedestrian Safety Action Plan for locations)?

☐ Yes ☑ No

If yes, pedestrian safety improvements should be a priority consideration in this project. How is pedestrian safety being addressed?

Is the project street a candidate for a road diet (four or more lanes, AADT 20,000 or below, peak hour vph below 875 per direction)?

☐ Yes ☑ No

If yes, is a road diet being proposed as part of this project? If not, why?

Will the project upgrade lighting along the corridor?

☑ Yes ☐ No

During construction, how will bicycle and pedestrian access be maintained through the work zone?

Pedestrian Realm

Will this project install or upgrade sidewalks?

☑ Yes ☐ No

If no, why are sidewalks not being installed or upgraded?

If sidewalks are being installed/upgraded, are there project constraints that require deviation from preferred sidewalk dimensions (see table 2.4 in the Street Design Guide for preferred sidewalk zone width)?

☐ Yes ☑ No

If yes, what is the proposed sidewalk width in the project area?

6-ft

If sidewalks are being installed/upgraded, are sidewalks setback from curb (see table 2.4 in the Street Design Guide for preferred planting/amenity zone width)?

☑ Yes ☐ No

If no, why not?

Sidewalks will be set back between Mahan and Midvale.

Where sidewalks cross driveways, are the level, material, running slope, and cross slope of the sidewalks being maintained through driveway areas?

☐ Yes ☐ No

-Note: Sidewalks should be dominant across driveways and driveways should be designed to slow turning speeds, especially on urban corridors. Aproned driveways are preferred over curb returned driveways on urban facilities. See the driveway section in the Street Design Guide.

Are curb ramps being installed or brought into compliance with the requirements of the American Disabilities Act (diagonal curb ramp placement should be avoided where new curb ramps are installed, see curb ramps section of the Street Design Guide)?

☑ Yes ☐ No

What is the frequency of enhanced pedestrian crossings along the project area (refer to the Street Design Guide for preferred spacing of enhanced crossing by street type)?

There will be enhanced crossings every 600-ft within the project. These include two signalized intersections and two underpasses at

Are there other pedestrian design elements incorporated into the project? Please identify.

Yes- the sidewalk will be offset from the curb, lighting will be provided, grade separation at the Loop, wide barrier-protected

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Street Design Guide – Lessons Learned

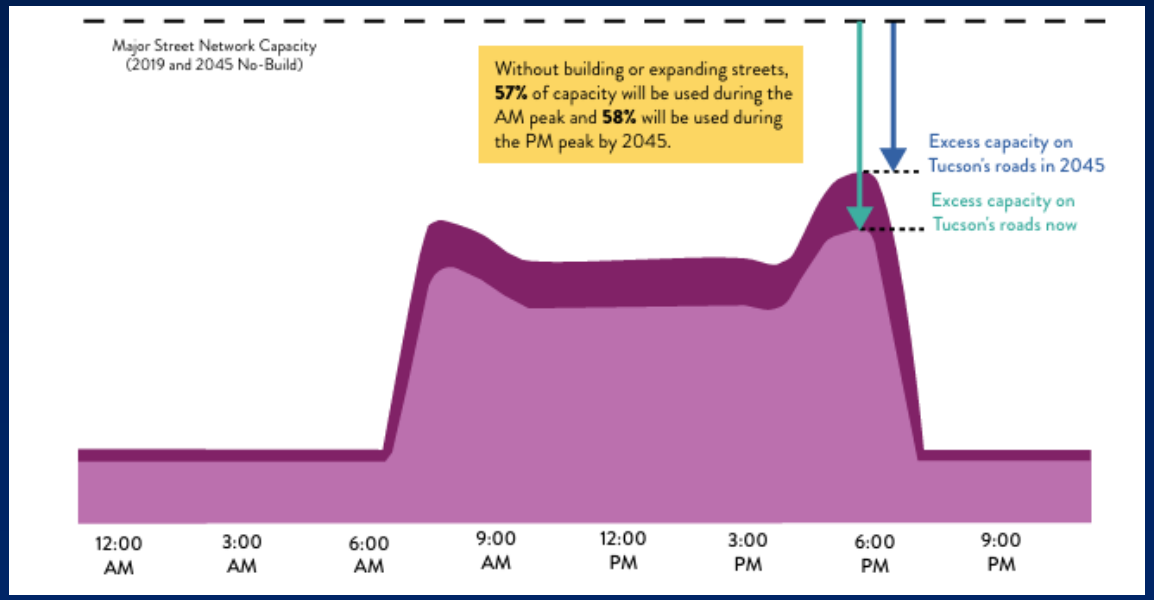
- Street Design Guide was created along side existing standards and details – not a as a replacement for
  - Created regulatory uncertainty
  - Was not/is not enforceable of private development
  - Requires internal advocacy to ensure use on City-lead projects
- Requires a second effort to bring existing standards and policies into alignment
- But…. has established documentation to support narrower lanes, protected bike lanes, and other Complete Streets features

Move Tucson – Long-range transportation Plan

- *Developed Project Prioritization*
- *Developed a plan for accommodating each mode at the network level*
- *Facilitated coordination between Complete Streets and existing plans*

Move Tucson Long-Range Transportation Plan

Multi-criteria project prioritization that weighted Equity, Safety, and multimodal access above vehicular mobility in project prioritization



Today, less than

50%

of Tucson's **major street network capacity** is used during peak travel periods

In 2045, without building or expanding our streets,

58%

of network capacity will be used during peak travel periods

In fact, over

170 **lane miles**

of roadway could be **repurposed for other modes of travel**

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Move Tucson Long-Range Transportation Plan

GUIDING PRINCIPLES	MEASURE	SCORING NOTES	TOTAL POINTS AVAILABLE
Connected	How many modal networks can be improved or further supported?	Segments will score points if there are opportunities to improve identified deficiencies in the bicycle, pedestrian, transit, or motor vehicle networks.	10
Optimized	What opportunities are available to optimize the network so it can serve more people?	Segments will score high for motor vehicle projects if there is heavy congestion, and will score high for bicycle, pedestrian, and transit projects, if there is major excess capacity.	10
Safe	Severity: Does the roadway have a history of serious crashes?	Segments will score on this measure if they have a history of fatal or serious injuries. Injury crashes are considered if they involved vulnerable users.	10
	Frequency: Does the roadway have a history of crashes?	Segments will score on this measure if they have a high frequency of crashes, regardless of severity, or mode.	10
Resilient	Can the network better support short, local trips?	Segments will score high on this measure if they are located in areas of high demand.	10
Equitable	Is the network located within an equity area?	Segments within high equity areas will have their scores increased.	Multiple sum of Connected, Safe, Optimized, and Resilient by 2.

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Move Tucson Long-Range Transportation Plan

Move Tucson Network Improvements

A combination of big and small, short and long, simple and complex projects are needed to create the mobility future that Tucsonans want. Through the Move Tucson process, we've learned that the biggest needs on Tucson's roadways include making roadways safer, providing more transportation choices, and preserving the infrastructure we already have. That's what these projects are intended to do.

There are **234 projects** identified in Move Tucson, totaling approximately **$5.7 billion dollars**. These projects focus on modernizing the transportation network using a Complete Streets approach, improving safety for all users, and increasing viable transportation choices and alternatives. The focus of these projects is not primarily aimed at adding additional vehicular capacity, except for in some

Catalyst Corridors

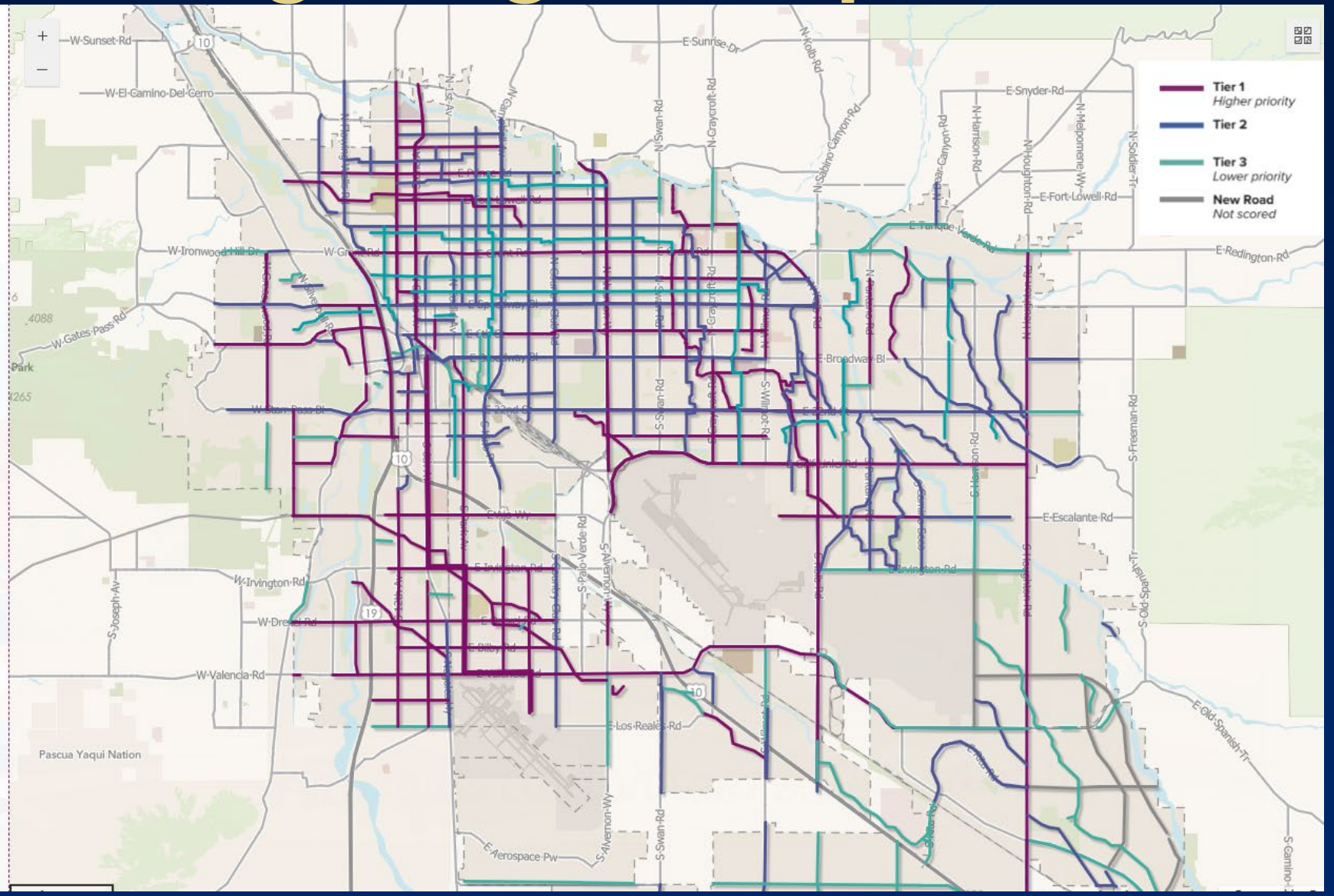
Strategic Solutions

Local Connections

High Capacity Transit

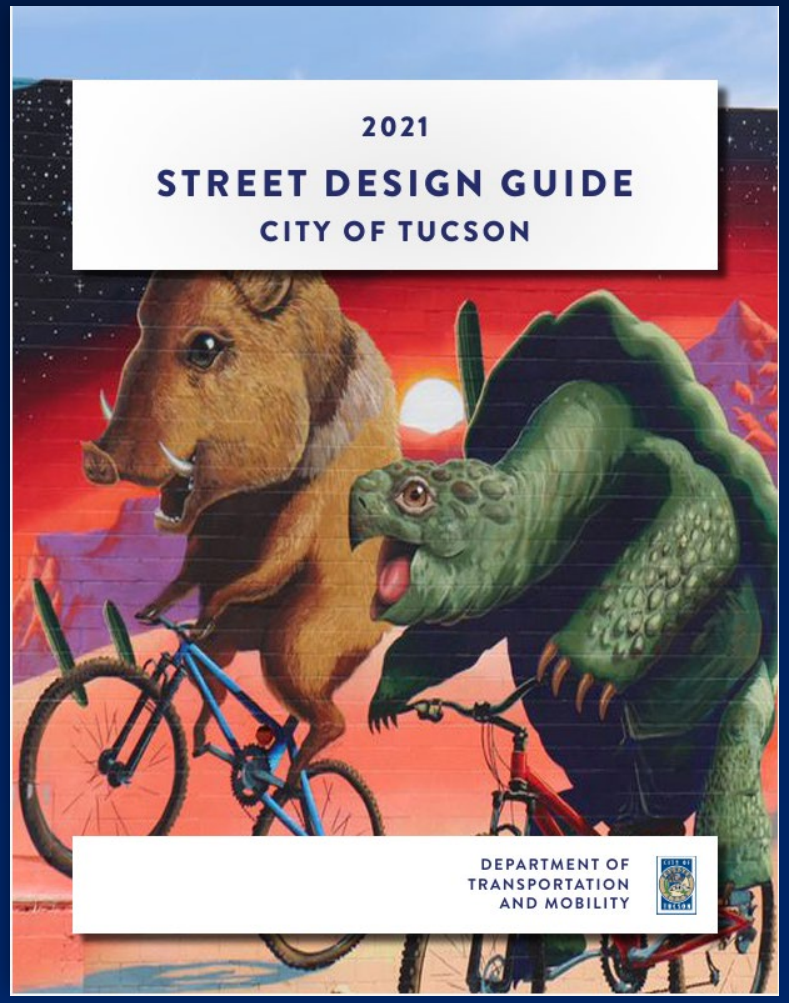
Project List

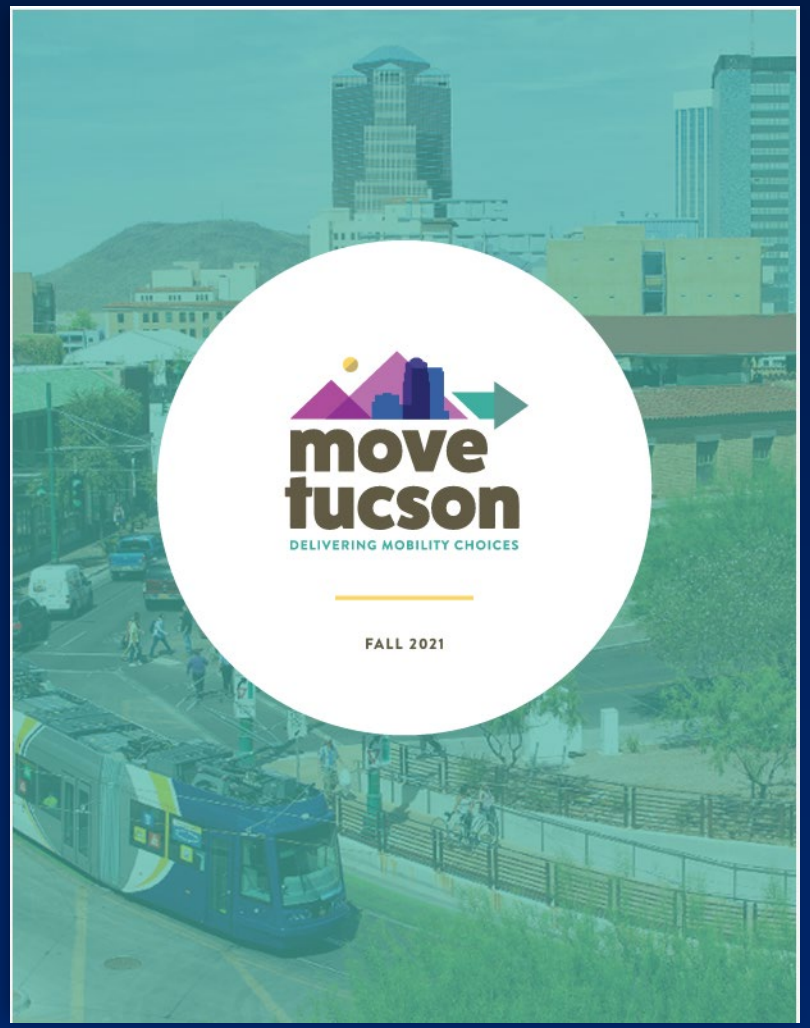
Back to All Recommendations



Complementary documents

Prioritizing where to invest – and the form of the projects





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Project Funding (voter Initiatives)

Actively seeking funding for projects

$93M approved by voters for (2018):

- 100 miles of bike boulevards
- Walkability Projects
- Greenways

$150M approved by voters for:

- Pedestrian improvements
- Bicycle improvements
- Safety enhancements
- Traffic signal upgrades

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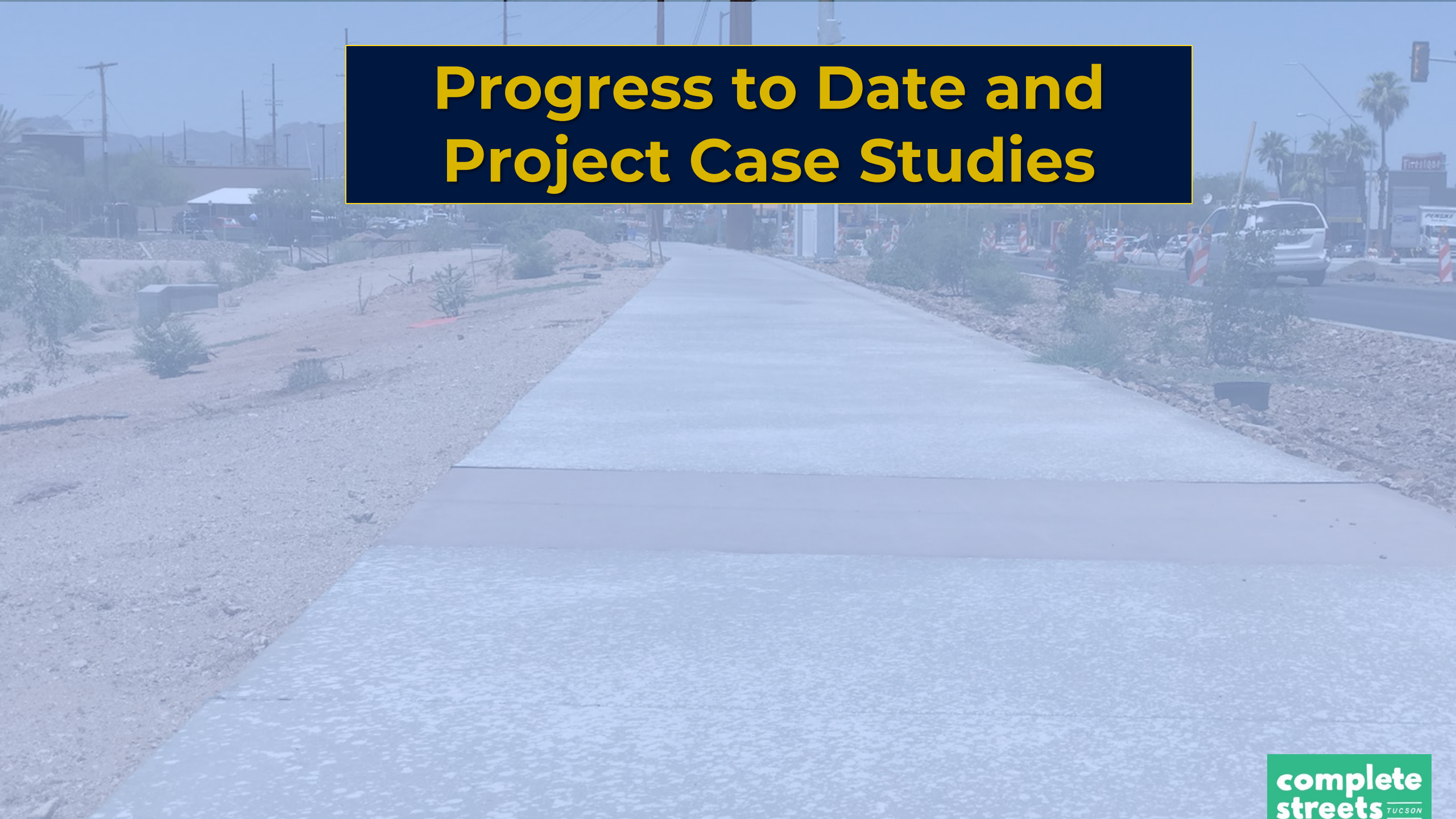
Progress to Date and Project Case Studies



12th Ave Complete Streets Project

12th Ave Complete Streets Project

12th Ave Complete Streets Projects

- First project we named as a “Complete Street”
- Intent was to show immediate action on Complete Streets Policy

Lessons Learned

- Project was low-cost road diet in response to immediate safety need – materials reflected project cost
- Residents began to treat Road Diets and Complete Streets as synonymous terms

12Th Ave Road Diet Results

	Before Period (2017 to 2019)	After Period (2021 to 2023)	% Change
Total Crashes	201	111	**-44.8%**
Pedestrian-Involved Crashes	13	2	**-84.6%**
Bicyclist-Involved Crashes	2	0	**-100%**

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12Th Ave Road Diet Results

Year	K	A	B	C	O	Total
2017	2	0	26	16	27	71
2018	2	4	14	20	24	64
2019	0	2	16	17	31	66
2021	0	0	9	5	29	43
2022	0	4	2	10	16	32
2023	0	2	3	2	29	36

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12Th Ave Road Diet Results (cont.)

Road Diet Corridor	North Bound (NB)			South Bound (SB)		
Travel Time	Avg.	50th Percentile	85th Percentile	Avg.	50th Percentile	85th Percentile
2019	135	134.40	151.80	123.60	123	134.40
2022	126	126	138.6	127.20	127.20	139.80
			-8.7%			+4%

Travel times largely unaffected by lane reduction along 1-mile corridor. Traffic volumes increased slightly.

CITY OF TUCSON
TRANSPORTATION & MOBILITY

Silverbell Rd Complete Streets Project

Silverbell Rd Complete Streets Project


36-ft
N Treat Ave


N Treat Ave

1st Ave Complete Streets Project

1st Ave Complete Streets Project

TUCSON
TRANSPORTATION & MOBILITY

Lessons Learned

- Community and Internal Champions are Essential
- Maintain Momentum
  - Early successes
  - Keep Complete Streets activities in the public eye
- Caution with Complete Streets Branding
  - Lead with non-controversial/high-quality projects
- Establish Policy Consistency – or it will create uncertainty

Break

- Please return by 2:30 PM.

SooGyu Lee
City of Las Cruces

- Serves as the Traffic Management Administrator for the City of Las Cruces' Department of Public Works.
- Oversees a program of Traffic Management and is responsible for the planning, design, construction and operations, and maintenance (O&M) of traffic control devices.
- Has over three decades of professional experience of construction and engineering in public and private sectors.
- He is a registered engineer in architectural engineering and civil engineering in New Mexico, a Certified Construction Manager (CCM), a Professional Traffic Operations Engineer (PTOE), and a LEED AP.
- He graduated from the University of Michigan at Ann Arbor with a master's degree in construction engineering and management.

LAS CRUCES COMPLETE STREETS

PACOG TPCB Peer Exchange
October 21, 2025

AGENDA

- City of Las Cruces/NM
- Adoption of Complete Street Policy/Code
- Supports of Complete Street Policy/Code
- Public Engagement
- Implementation
- Example Projects
- Benefits/Challenges
- Q&A

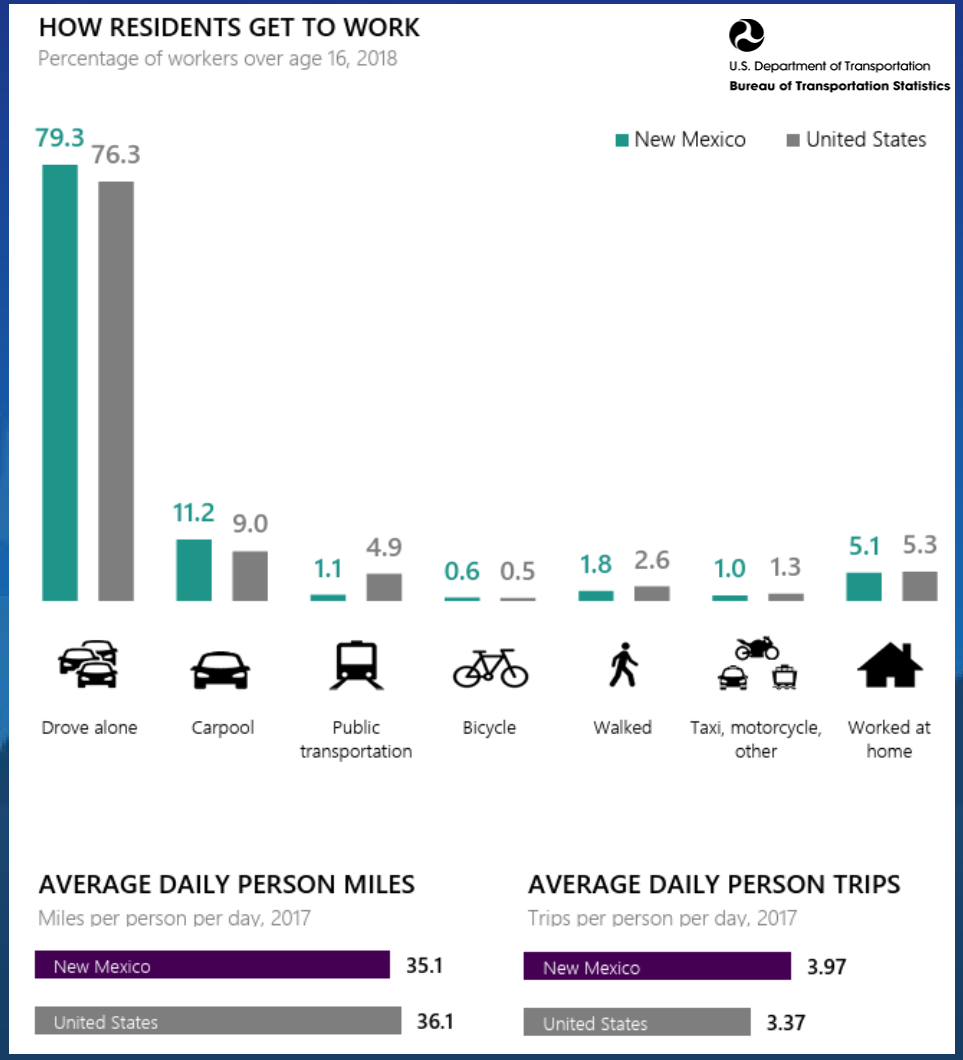
The Mission of the City of Las Cruces is to provide customer-focused municipal services to residents, businesses, and guests so they can experience a "quality of place" to live, work & play.

Children playing in the fountains at Plaza de Las Cruces

CITY OF LAS CRUCES

- 2nd largest city in the NM, over 120,000 population
- Roadway network/ bike & ped infrastructure
  - 667 linear miles roadway
  - 667 miles of sidewalks, 35 miles of trails, 73 miles of on-street bike facilities
- Traffic & safety stat
  - NM: #1 pedestrian fatality rate (4.4 per 100,000 population, NHTSA 2022), 2nd most dangerous intersections (The Simmrin Law Group, 2018-2022)
  - 284 crashes involving bicyclists and pedestrians (2011-2015)

NEW MEXICO TRANSPORTATION



CITY OF LAS CRUCES

The many faces of walking and biking in Las Cruces

Figure 1. Existing Network Miles by Facility Type

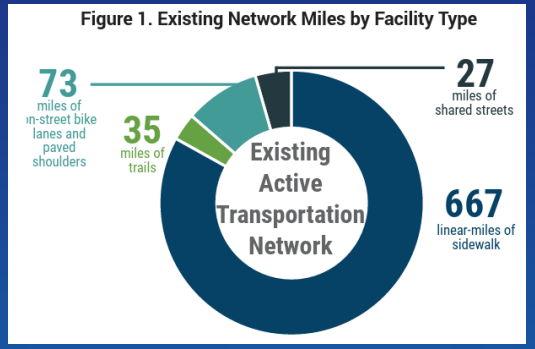


Figure 3. Types of Bicyclists

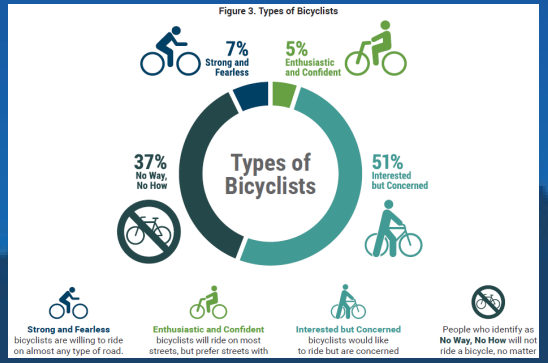
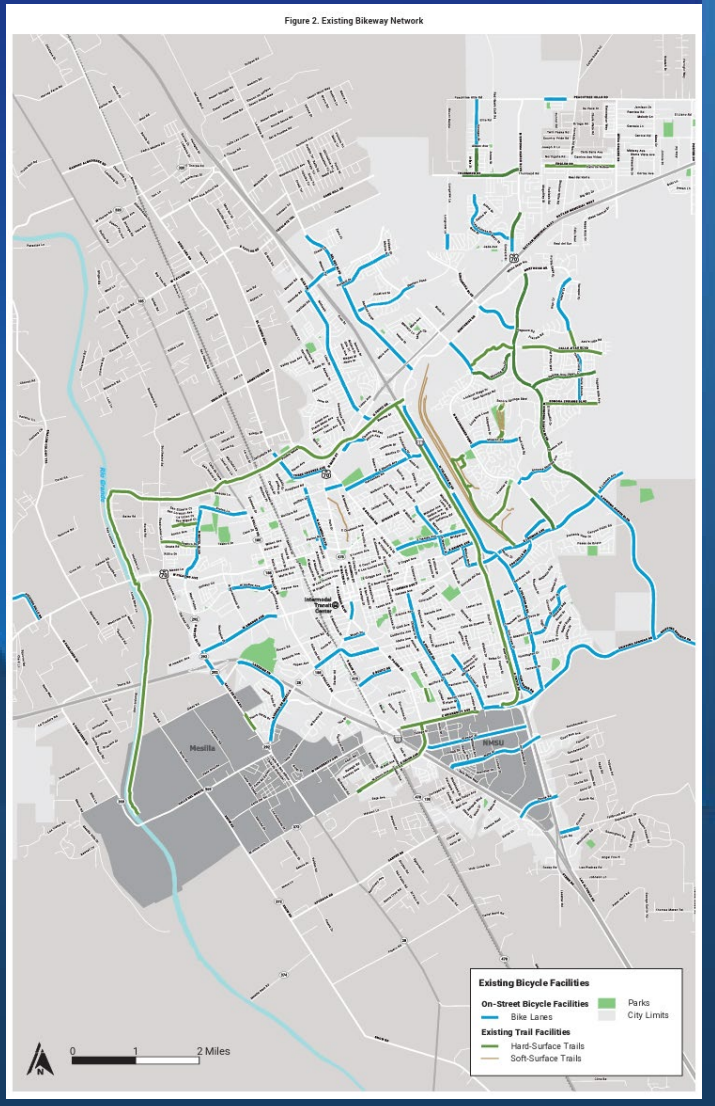


Figure 2. Existing Bikeway Network

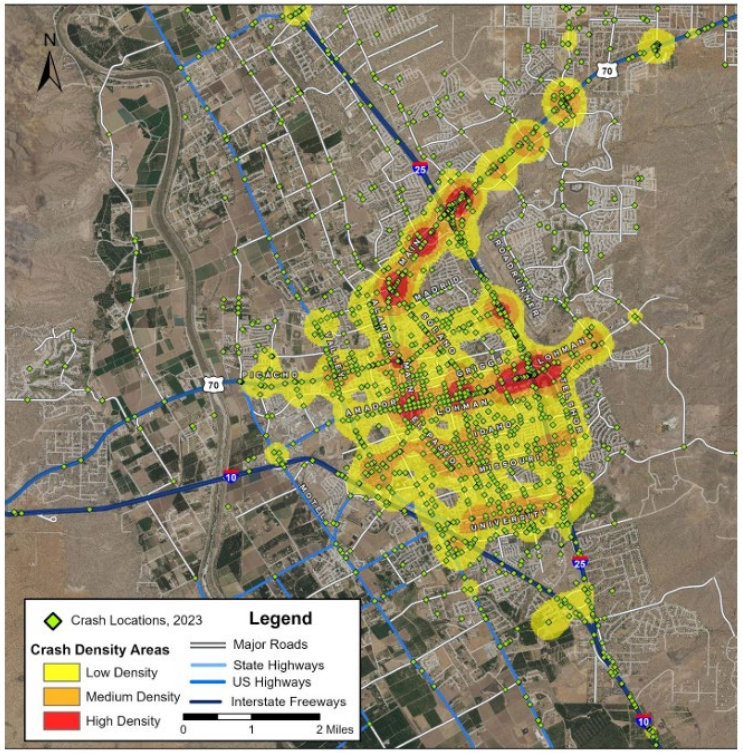


CITY OF LAS CRUCES

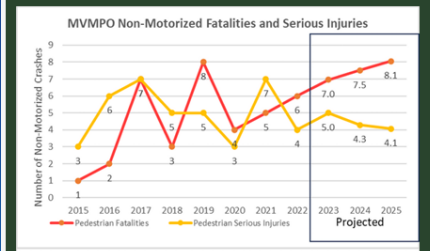
New Mexico DEPARTMENT OF TRANSPORTATION

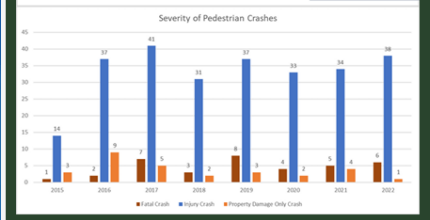
Appendix – Maps

Map 15: Density of All Crashes in Las Cruces, New Mexico, 2023



PEDESTRIAN-INVOLVED **CRASHES**

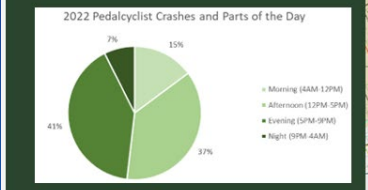




Severity	Amount
Killed	6
Class A	4
Class B	26
Class C	10
Unhurt	55

Year	4-Way Intersection	T-Intersection	Not an Intersection	Left Blank
2020	6	2	13	17
2021	11	10	29	0
2022	8	7	32	0

TIMING OF PEDALCYCLIST-INVOLVED **CRASHES**



2022	Sunday	Monday	Tuesday	Wednes	Thursda	Friday	Saturda	Total
12 a.m.	0	0	0	0	0	0	0	0
1 a.m.	0	0	0	0	0	0	0	0
2 a.m.	0	0	0	0	0	0	0	0
3 a.m.	0	0	0	0	0	0	0	0
4 a.m.	0	0	0	0	0	0	0	0
5 a.m.	0	0	0	0	0	0	0	0
6 a.m.	0	0	0	1	0	0	0	1
7 a.m.	0	0	0	0	0	0	0	0
8 a.m.	0	1	0	0	0	1	0	2
9 a.m.	0	0	0	0	0	0	0	0
10 a.m.	0	0	0	0	0	0	0	0
11 a.m.	0	0	0	0	0	1	0	1
12 p.m.	0	0	2	0	0	0	0	2
1 p.m.	0	0	1	0	0	1	0	2
2 p.m.	0	0	0	1	0	0	0	1
3 p.m.	0	1	1	0	1	0	0	3
4 p.m.	0	2	0	0	0	0	0	2
5 p.m.	1	1	0	0	2	0	0	4
6 p.m.	0	1	0	0	0	0	0	1
7 p.m.	0	0	0	0	2	1	0	3
8 p.m.	0	2	0	0	1	0	0	3
9 p.m.	0	0	2	0	0	0	0	2
10 p.m.	0	0	0	0	0	0	0	0
11 p.m.	0	0	0	0	0	0	0	0
Total	1.0	8.0	6.0	2.0	6.0	4.0	0.0	27.0

ADOPTION OF CS CODE

June 2009
Complete Street Policy adopted

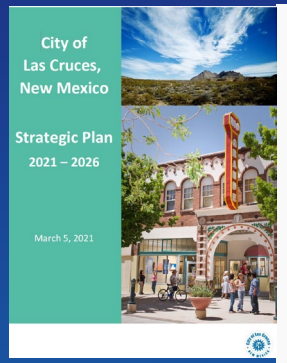
August 2021
Health Policy Review Committee

Ordinance
drafted with review and input from various departm-ents

February 2022
Transportation, Sustainability, & Infrastructure Policy Review Committee discussed ordinance re-draft

Undated
Code of Complete Streets replaced with adoption of *Realize Las Cruces*

SUPPORT OF CS CODE



Complete Streets Policy adopted

JUNE 2009

Comprehensive Plan (Elevate Las Cruces) adopted

FEBRUARY 2020

Development Code (Realize Las Cruces) & & Technical Manual adopted

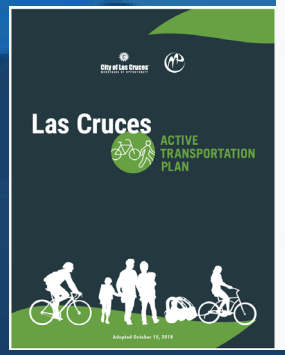
MARCH 2022

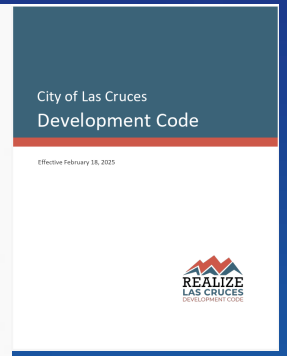
FEBRUARY 2020

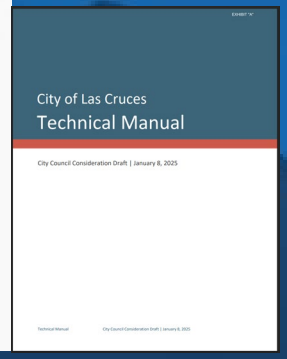
Active Transportation Plan adopted

Complete Streets Ordinance adopted

ADA Transition Plan/ Transit Master Plan/Pak & Recreation Master Plan

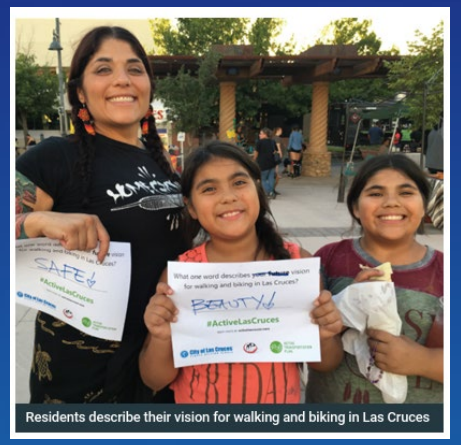




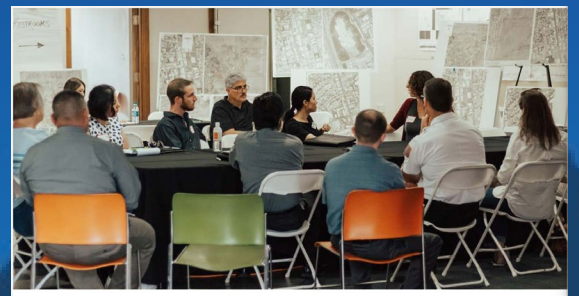


Public Engagement & Stakeholder

- Internal steering committee
- External advisory committee
- Focus groups
- Community events
- Public workshop
- Public open house
- Website and online survey

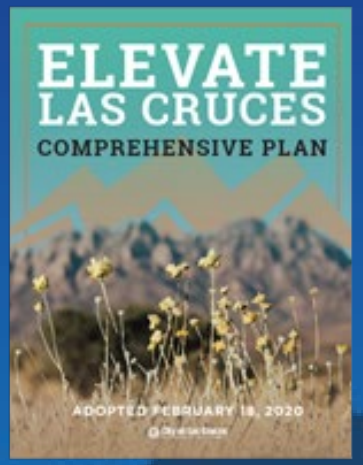


Residents describe their vision for walking and biking in Las Cruces


Stakeholders and City staff participate in a discussion during the Elevate Las Cruces design workshop held in May 2019 (above).


The February 2018 Open House helped inform ATP recommendations

IMPLEMENTATION



- Development Code
- Capital Improvement Planning
- Policies and Guidance for Other Decisions
- Follow-Up Studies and Plans

IMPLEMENTATION

- Each phase (plan, design, construction, operations and maint.)
- CIP and O&M projects
- Private developments and public projects
- Demonstration projects
- Fundings

IMPLEMENTATION

Priority Capital Bikeway Projects

Projects requiring complex design and major construction will be more difficult and costlier to implement. This category includes median- or curb-separated bike lanes, new sidepaths and shared use paths, and bike boulevards with major traffic calming treatments. Capital bikeway projects will require significant coordination between the City of Las Cruces and its partners, and they will take longer to implement. The total cost to implement the top 10 priority capital bikeway projects is $9.5 million. Table 6 and Figure 9 show the top 10 priority capital bikeway projects. Table 7 shows planning-level cost estimates for select projects.

Table 6. Top 10 Priority Capital Bikeway Projects*

Map ID	Street	Start	End	Recommendation
CA	E Idaho Ave	S Main St	S Solano Dr	Separated Bike Lane
CB	E Madrid Ave	N Solano Dr	N Triviz Dr	Buffered Bike Lanes
CC	Missouri Ave	S Solano Dr	S Telshor Blvd	Sidepath
CD	N Solano Dr	E Madrid Ave	E Lohman Ave	Buffered Bike Lanes/ Separated Bike Lane
CE	Spruce Ave	N Solano Dr	N Triviz Dr	Separated Bike Lane
CF	N Telshor Blvd	Del Rey Blvd	E Lohman Ave	Sidepath
CG	Union Ave	S Main St	E University Ave	Separated Bike Lane
CH	University Ave	E College Ave	Triviz Dr	Shared Use Path
CI	US 70 (W Picacho Ave)	Second St	N Solano Dr	Sidepath
CJ	N Valley Dr	Mayfield Ln	US 70 (W Picacho Ave)	Shared Use Path/ Sidepath

**Project feasibility and final recommendations will be evaluated as funds or other opportunities become available.*

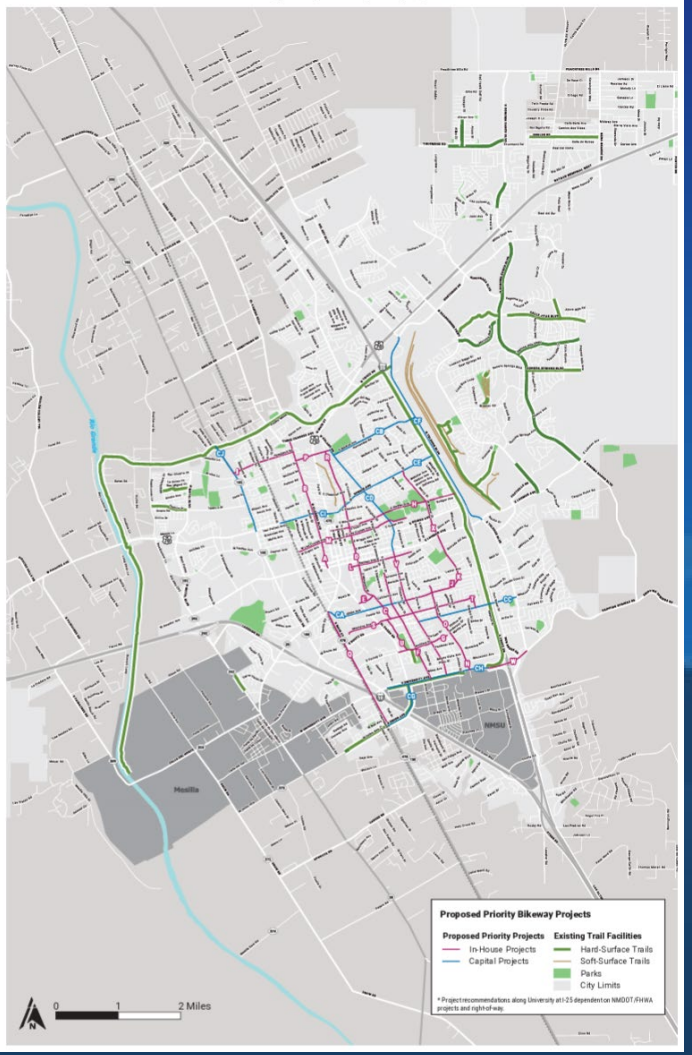
Table 5. Top 20 Priority In-House Bikeway Projects*

Map ID	Street	Start	End	Recommendation	In City's Repaving Plan?
A	N Alameda Blvd	US 70 (W Picacho Ave)	E Amador Ave	Bike Lanes	Yes
B	N Alameda Blvd	3 Crosses Rd	US 70 (W Picacho Ave)	Buffered Bike Lanes	No
C	Esperanza St	Idaho Ave	Montana Ave	Bike Boulevard	No
D	N Mesquite	Spruce Ave	Idaho Ave	Bike Boulevard/ Bike Lanes	No
E	Utah Ave	El Paseo Rd	S Mesquite St	Shared Lane Markings	Yes
F	Espina St	Colorado Ave	E University Ave	Buffered Bike Lanes	Yes
G	Farney Ln	El Paseo Rd	Corbett Dr	Bike Lanes/ Bike Boulevard	Yes
H	E Hadley Ave	Main St	N Triviz Dr	Bike Boulevard/ Buffered Bike Lanes/ Shared Lane Markings	Yes
I	Hoagland Rd	N Valley Dr	N Alameda Blvd	Bike Lanes/ Buffered Bike Lanes	No
J	Idaho Ave	S Locust St	Solar Way	Bike Boulevard/ Buffered Bike Lanes	No
K	S Walnut St	Lester Ave	Solar Way	Bike Boulevard	Yes
L	Kansas Ave	S Campo St	Olive St	Bike Boulevard	No
M	Las Cruces Ave	N Mesilla St	N Hermosa St	Bike Boulevard/ Bike Lanes/ Buffered Bike Lanes/ Shared Lane Markings	Yes
N	S Locust St	Missouri Ave	E University Ave	Buffered Bike Lanes	No
O	S Locust St	Klein Ave	Missouri Ave	Bike Boulevard/ Bike Lanes	No
P	E Madrid Ave	N Alameda Blvd	N Mesquite Dr	Buffered Bike Lanes	Yes
Q	S Main St	Idaho Ave	E Union Ave	Buffered Bike Lanes	Yes
R	N Mesquite St	E Madrid Ave	Spruce Ave	Buffered Bike Lanes	No
S	Montana Ave	West End of Montana Ave	Ralph Dr	Bike Boulevard/ Shared Lane Markings	Yes
T	Ralph Dr	Montana Ave	Missouri Ave	Bike Boulevard	No
U	W Park Dr	Montana Ave	Farney Ln	Bike Boulevard	No
V	S Solano Dr	E Lohman Ave	E University Ave	Buffered Bike Lanes	No
W	University Ave	Triviz Dr	S Telshor Rd	Buffered Bike Lanes	No
X	Walnut St	Spruce Ave	Lester Ave	Buffered Bike Lanes	Yes

**Project feasibility and final recommendations will be evaluated as funds or other opportunities become available.*
*** Design at I-25 interchange is dependent on NMDOT/FHWA projects and available right-of-way.*

IMPLEMENTATION

Figure 9. Proposed Priority Bikeway Projects



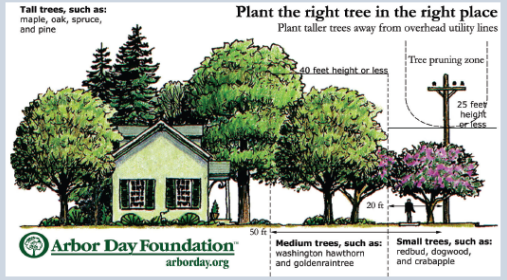
Complete Streets

Complete Streets are streets that have been designed for all modes of transportation including walking, bicycling, riding the bus, and driving. They prioritize people over automobiles and can lead to improvements in safety, health, economic vitality, and community vibrancy. In 2009, the City of Las Cruces adopted a Complete Streets policy which requires the consideration of Complete Streets elements in its transportation plans and projects. To ensure that the planning, design, and construction of all streets consider Complete Streets principals, the City of Las Cruces should update the City's design standards to include the Walkway & Bikeway Toolkit and endorse NACTO's design guidelines, as described in Chapter 2. Las Cruces' recent award-winning one-way to two-way street conversions in downtown used NACTO design guidelines, resulting in pedestrian-friendly streets with street trees, landscaping, and lighting.

Elephant Butte Irrigation District Laterals

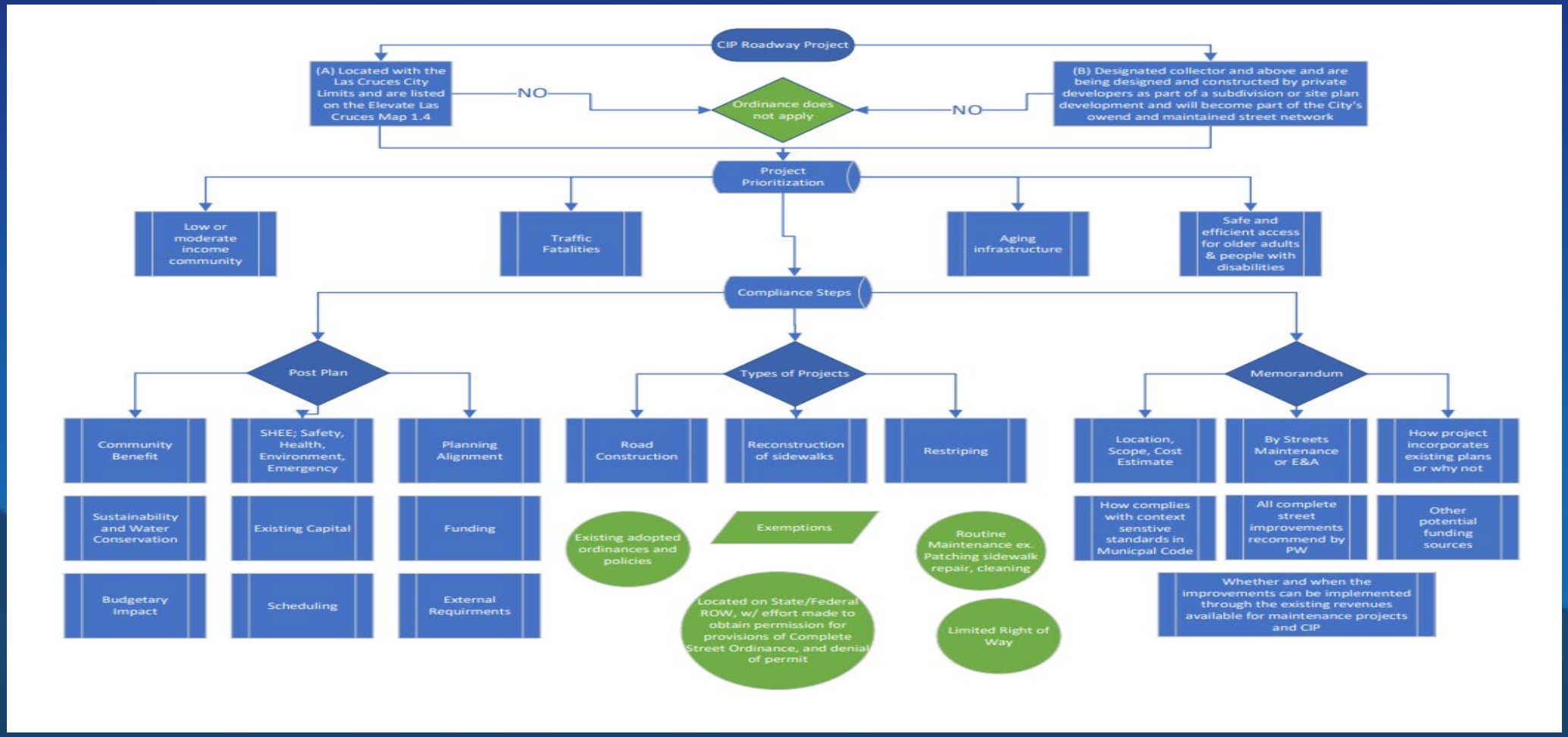
The City of Las Cruces has an existing Memorandum of Understanding (MOU) with the Elephant Butte Irrigation District (EBID) to allow for the consideration of pedestrian and/or bicyclist use of its laterals, to be evaluated on a case-by-case basis. As recommended in Chapter 2, the expansion of this MOU or the creation of new ones present a major opportunity for the buildout of the city's active transportation network. The ATP's Proposed Bikeway Network includes key connections facilitated by EBID laterals, such as the Armijo Lateral. New shared use paths along EBID laterals may or may not include paved paths, but each improved lateral should include informational wayfinding signs and provide barrier-free connections to the City's street network.

Cool Corridors



The hot, dry climate of Las Cruces and the broader Chihuahuan Desert can be very uncomfortable and even unsafe for Las Crucens who walk or bike. The National Oceanic and Atmospheric Administration projects that heat events over 105 degrees will become more frequent and longer in duration, and this will disproportionately impact low- to moderate-income neighborhoods.[12] Low- to moderate-income neighborhoods are typically characterized by less energy-efficient homes and fewer residents who own or have access to motor vehicles or air conditioning. To mitigate the impacts of heat on its residents, the City of Las Cruces has begun to implement "Cool Corridors," similar to efforts in other southwestern cities like Phoenix. These corridors or streets are designed to reduce heat with shade, landscaping, and reflective materials. Establishing streets as Cool Corridors, such as the pedestrian focus areas along transit corridors or bike boulevards, and investing in street trees citywide would greatly benefit Las Crucens who walk and bike.

IMPLEMENTATION



IMPLEMENTATION

City of Las Cruces

COMPLETE STREET DETAIL
(For inclusion in annual memorandum)

PROJECT NAME: Click or tap here to enter text.
PREPARED BY: Click or tap here to enter text.

1) Location, scope and estimated cost of project.
Pre-liminary scoping report PDMM 2.01 (attached)

2) How will project be implemented?
☐Street Maintenance Program ☐Engineering & Architecture Program

3) How does the project incorporate any existing policies for street improvements established by corridor, neighborhood, or area land use plans:
☐Elevate Las Cruces ☐Active Transportation Plan

Reasons for which implementing such recommendations is not reasonable:
☐Limited ROW ☐Outside scope of work
☐Safety Concerns ☐Other: Enter text.

4) How does the project comply with context-sensitive standards in the Municipal Code Design Standards?

5) All Complete Streets improvements recommended by the Department of Public Works for inclusion as part of the project:

Amenities:
☐Lane widths<12'
☐ATP identified bike lanes
☐Other: Enter text.

Located In:
☐Low or moderate income community
☐Area with high traffic fatalities
☐High % older adults or people w/disabilities
☐Other: Enter text.

Missing/Aging Infrastructure
☐Sewer
☐Water
☐Gas
☐Storm Drain
☐Curb & Gutter
☐Sidewalk
☐ADA Improvements
☐Street lighting
☐Other: Enter text.

6) Whether and when the improvements can be implemented through existing revenues available for maintenance project or Capital Improvement Program.
CIP Funding Year: Choose a year

Type of Project:
☐Roadway Project ☐Pavement Management
☐Sidewalk Maintenance ☐Striping Maintenance

7) Other funding sources that may be required: Click or tap here to enter text.

IMPLEMENTATION

STREET NAME:	
S ALAMEDA BLVD	
LIMITS:	
W AMADOR AVE TO W LAS CRUCES AVE	

IS PROJECT PART OF ELEVATE FUTURE THOROUGHFARE MAP 1.4?	Yes
ROAD CLASS:	Minor Arterial
LENGTH:	1550 FT
PAVEMENT WIDTH:	35-65 FT

PAVEMENT	
PCI:	40
PREVIOUS MAINTENANCE:	2021 MICRO-SURFACING

SIDEWALK	
EXISTING SIDEWALK WIDTH:	3-5 FT
MISSING SIDEWALK (FT):	20
SIDEWALK <4FT:	800
SIDEWALK NEEDING REPLACEMENT:	500

DRIVEPADS	
NON COMPLIANT DRIVEPADS (FT):	245
MISSING DRIVEPADS (FT):	

CURB & GUTTER	
MISSING C&G (FT):	
C&G NEEDING REPLACEMENT:	700

ADA RAMPS	
MISSING RAMPS:	2
NON-COMPLIANT RAMPS:	14

STREET LIGHTING	
ARE THERE EXISTING STREET LIGHTS?	Y
HOW MANY?	5

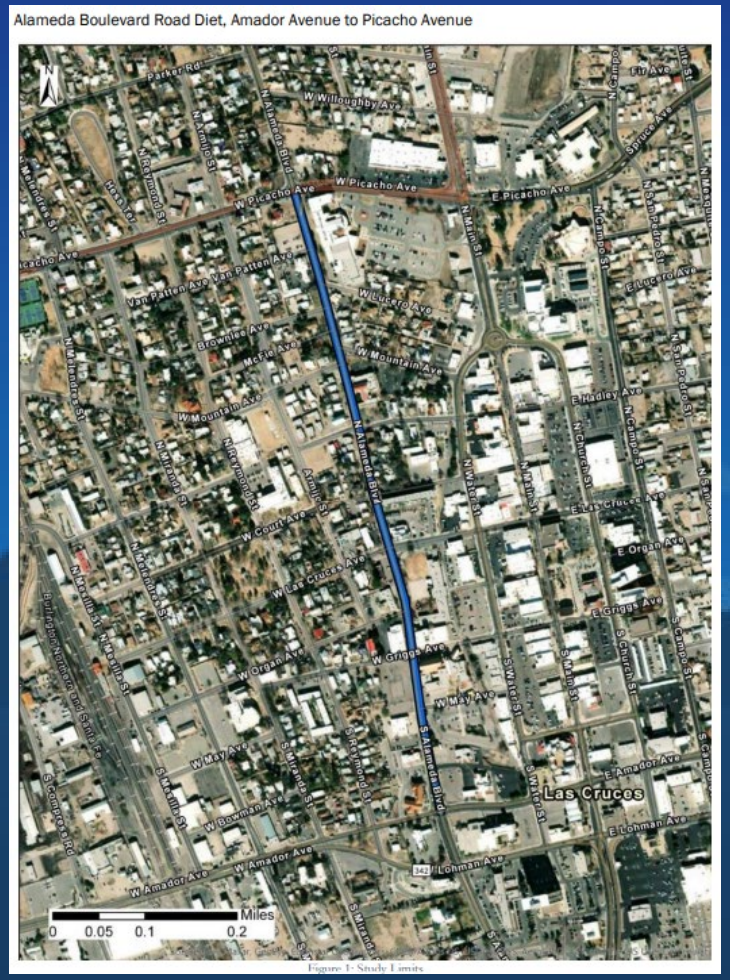
NEEDS UTILITY WORK	
SEWER:	-
WATER:	Yes
GAS:	Yes
STORM DRAIN:	Yes

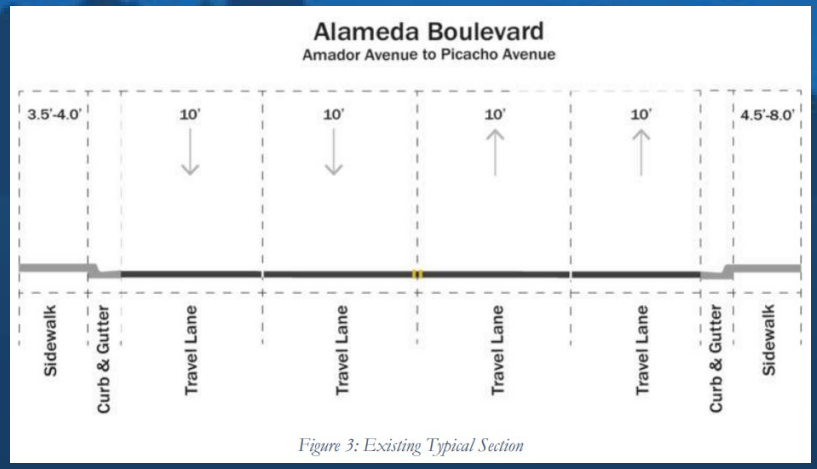
ATP	
ARE THERE EXISITNG BIKE LANES?	Yes
PROPOSED BIKE LANES? TYPE?	
LOCATED IN PEDESTRIAN FOCUS AREA?	Yes

COMPLETE STREETS WEIGHTED CRITERIA:	
LOW/MODERATE INCOME AREA:	
BUS ROUTE:	
# TRAFFIC FATALITIES:	
HIGH % OF ELDERLY:	
HIGH % OF CITIZENS WITH DISABILITIES:	

EXAMPLE PROJECT

- Alameda Road Diet Project





EXAMPLE PROJECT

- Traffic studies, design, construction & signal timing, post-construction

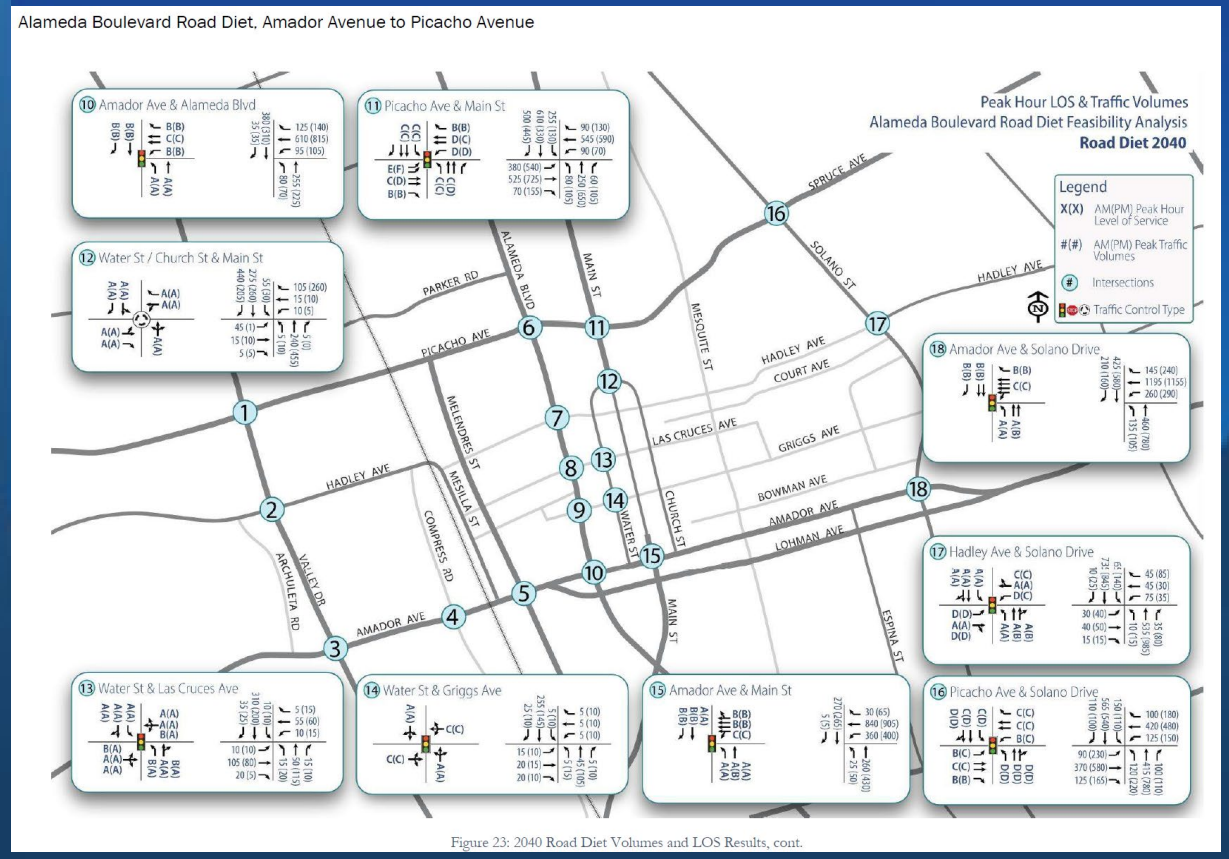
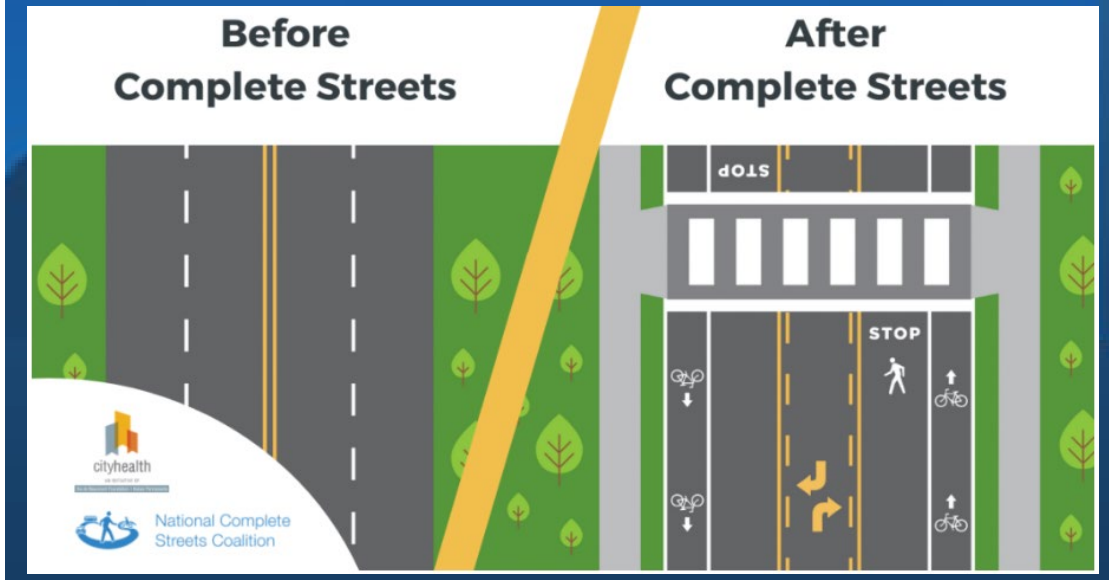
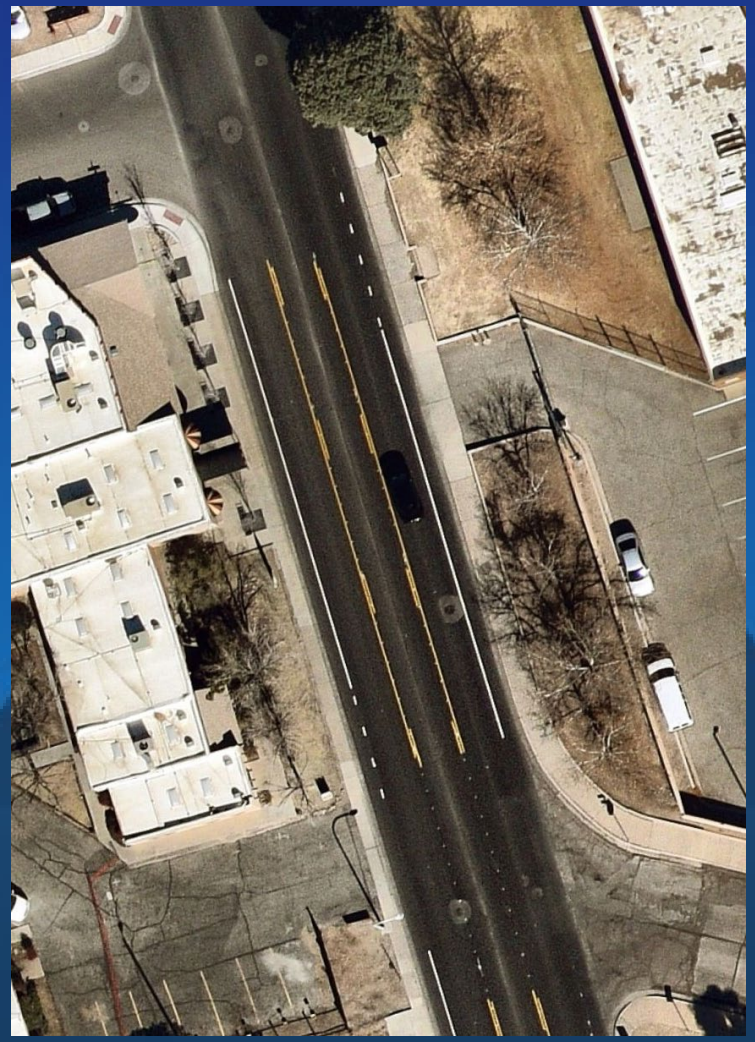


Figure 23: 2040 Road Diet Volumes and LOS Results, cont.

Task Name	Duration	Start	Finish
Feasibility Studies	65 days	Wed 12/1/21	Tue 3/1/22
Design	20 days	Tue 2/15/22	Mon 3/14/22
Procurement	30 days	Mon 3/14/22	Fri 4/22/22
Construction	20 days	Sun 5/1/22	Thu 5/26/22
Signal Timing Change	5 days	Sun 5/1/22	Thu 5/5/22
Post-Construction Act.	20 days	Thu 5/26/22	Wed 6/22/22



EXAMPLE PROJECT



ECONOMIC BENEFITS

IMPROVED SAFETY

Reduces crashes for all users

SPEED REDUCTION

Calms traffic, lowers speeds

ENHANCED ACCESS

Improves mobility for cyclists, pedestrians

BETTER QUALITY OF LIFE

Promotes walking, biking, livability

ECONOMIC BENEFITS

- Quantifiable: safety (reduced accidents), reduced environmental impact, operational benefits
- Qualitative: quality of life, increased property values and investment, boosted retail sales and local business, job creation and economic growth, reduced healthcare costs, affordable living, expand choice and opportunity for all persons
- Resources: FHWA and NM Road Diet Informational Guide

ECONOMIC BENEFITS

SAFETY
(REPORTED ACCIDENTS)

- Before: 10 accidents, 2 injuries
- After: 6 accidents, 3 injuries

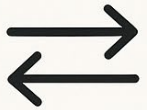
TRAFFIC VOLUME
(AADT)

- Before: 9,725
- After: 6.953

REDUCTION OF FUEL & EMISSION
(ANNUAL, HORIZON YEAR)

- Fuel saving: 14,600gal
- CO: 1,022kg, NO_x: 29kg, VOC: 219kg

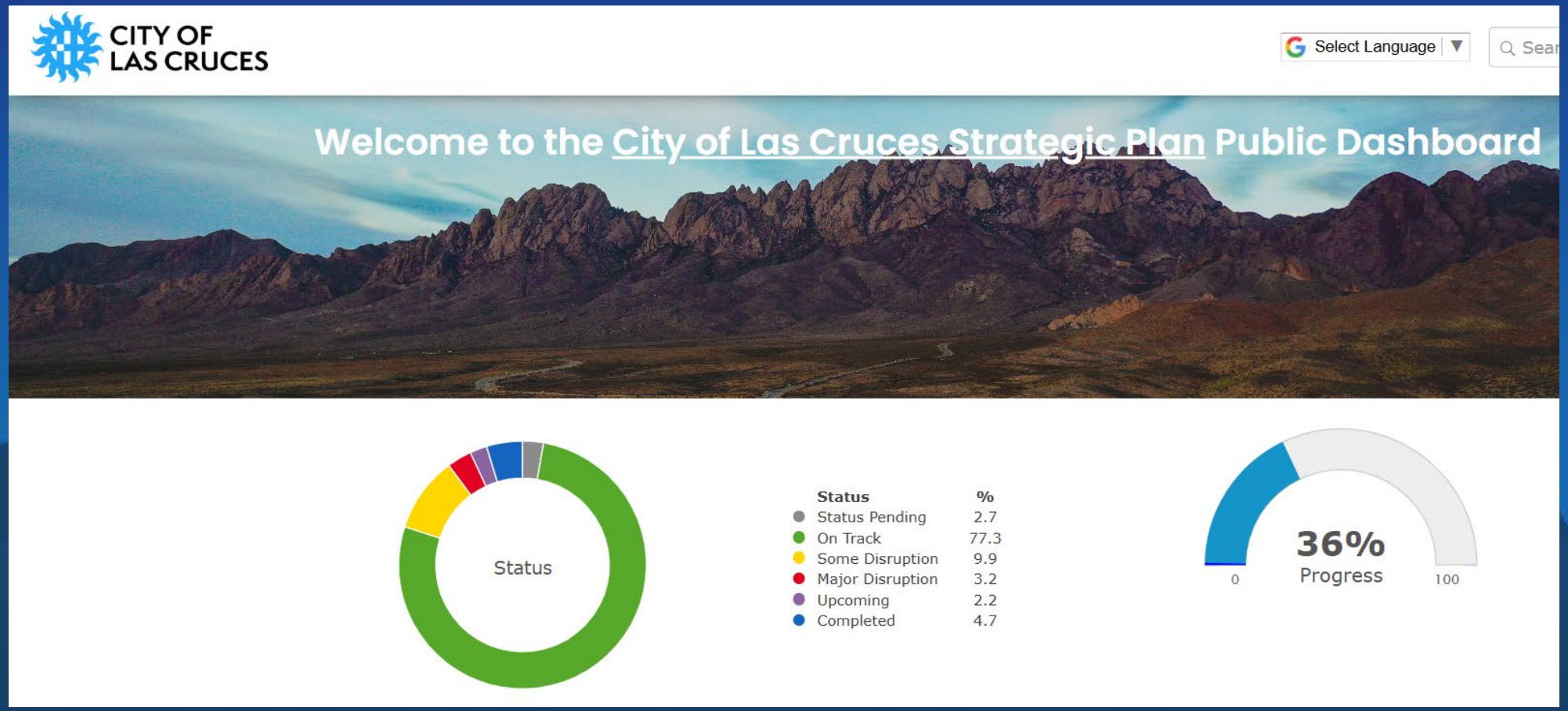
TRAFFIC FLOW



- Before: SB: 23.6 sec, NB:20.3 sec
- After: SB:17.8 sec, NB: 18.2 sec

TRACKING

- Envisio (City's Strategic Plan Public Dashboard)



TRACKING

CITY OF LAS CRUCES

Search

CAPITAL IMPROVEMENT AND INFRASTRUCTURE

CAPITAL IMPROVEMENT AND INFRASTRUCTURE

41%

This strategic theme includes goals related to Elevate Las Cruces topics such as Community Form and Character, and Mobility.

Click through the list below to find actions aimed at achieving these goals.

Description	Progress	Status
ELC Goal CE-6: Context Sensitive Street Design. Design streets to support varying levels of pedestrian activity based on the intended built context of surrounding development.	62%	
ELC Goal CL-6: System Efficiency. Build and maintain a coordinated transportation system that operates in an efficient and cost-effective manner.	26%	
ELC Goal CL-7: Transportation-Land Use Connection. Develop an accessible and efficient transportation system that provides seamless connectivity to surrounding land uses and complements various development patterns.	65%	On Track
ELC Goal CL-8: Multi-Modal System. Develop an equitable, multi-modal transportation system that presents feasible travel options for residents.	41%	
ELC Goal CL-9: Transportation Safety. Incorporate public health and safety enhancements into transportation system investments and policies.	15%	

TRACKING

CITY OF LAS CRUCES

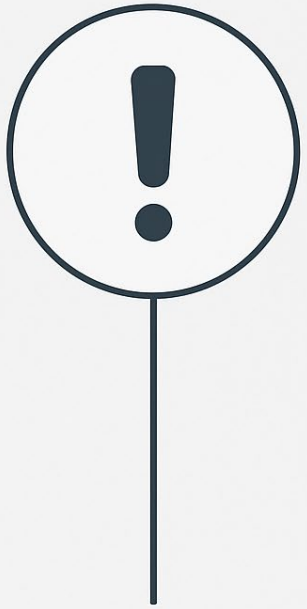
Search

CAPITAL IMPROVEMENT AN... / ELC Goal CL-6: System Efficiency....

ELC Goal CL-6: System Efficiency. Build and maintain a coordinated transportation system that operates in an efficient and cost-effective manner. 26%

Description	Progress	Status
CL-6.1.1 CONTINUE TO ALLOCATE FUNDING FOR SAFETY ENHANCEMENT PROJECTS AT BOTH SIGNALIZED AND UN-SIGNALIZED INTERSECTIONS WITH A HIGH NUMBER OF CRASHES.	10%	On Track
CL-6.1.2 DEVELOP STANDARDS TO DETERMINE HOW THE COST OF NEW TRAFFIC SIGNALS SHOULD BE SPLIT BETWEEN THE CITY AND DEVELOPERS.	5%	On Track
CL-6.2.1 INCLUDE LIFE-CYCLE COSTS (CONSTRUCTION, OPERATIONS, MAINTENANCE, REPLACEMENT) WHEN BUDGETING FOR NEW ROADWAY INFRASTRUCTURE OR INFRASTRUCTURE REPLACEMENT.	20%	On Track
CL-6.2.2 CONTINUE TO BUILD A COMPREHENSIVE GIS INVENTORY OF ALL INFRASTRUCTURE ASSETS IN THE CITY.		On Track
CL-6.2.3 COORDINATE SCHEDULING OF ASSET REPLACEMENT OR CAPITAL INVESTMENT WITH OTHER TRANSPORTATION ENTITIES SUCH AS NMDOT, ROADRUNNER TRANSIT, AND MVMPO.	20%	On Track
CL-6.2.4 CONSIDER THE CHARACTER OF THE SURROUNDING CONTEXT WHEN REBUILDING EXISTING STREETS.	33%	On Track
CL-6.3.1 CONTINUE TO IMPLEMENT THE INTELLIGENT TRANSPORTATION SYSTEMS (ITS) INFRASTRUCTURE INCLUDING DYNAMIC MESSAGING, TRAFFIC INCIDENT MANAGEMENT, TRANSIT SIGNAL PRIORITY, AND SIGNAL PREEMPTION FOR EMERGENCY SERVICES.	50%	On Track
CL-6.3.2 WORK WITH THE MVMPO TO STUDY THE IMPACT OF AUTONOMOUS VEHICLES IN LAS CRUCES AND THE MESILLA VALLEY REGION.		On Track
CL-6.3.3 IDENTIFY LOCATIONS FOR AUTONOMOUS VEHICLE DESIGNATED PICK-UP AND DROP-OFF SPOTS.		Upcoming
CL-6.3.4 WORK WITH REGIONAL TRANSPORTATION PARTNERS TO IDENTIFY PILOT PROJECTS THAT INTEGRATE AUTONOMOUS OR CONNECTED VEHICLES INTO THE EXISTING PASSENGER OR FREIGHT TRANSPORTATION SYSTEM.	10%	On Track
CL-6.3.5 COORDINATE WITH REGIONAL TRANSPORTATION PARTNERS TO INTEGRATE AUTONOMOUS VEHICLES INTO REGIONAL TRAVEL DEMAND MODELING.	10%	On Track
CL-6.3.6 UPGRADE THE REAL-TIME PASSENGER SOFTWARE AND DELIVERY SYSTEM.	100%	Completed
CL-6.4.1 MANAGE VEHICULAR ACCESS TO MULTI-BUILDING AND MULTI-UNIT DEVELOPMENTS – AND BETWEEN DEVELOPMENTS – THROUGH CONSOLIDATED CURB-CUTS, CROSS-ACCESS EASEMENTS, AND DRIVEWAY THROAT LENGTH ACCESS MANAGEMENT TO MINIMIZE PEDESTRIAN/VEHICULAR CONFLICTS AND APPROPRIATE INFRASTRUCTURE IMPROVEMENTS.	75%	On Track

CHALLENGES



- Lack of understanding
- Conflict of interest
- Misconception and misleading
- Limited resources
- Politics (priority)

Q&A

Walk Audit Activity

Eva Cosyleon
MPO Manager
Pueblo Area Council of Governments

Walk Audit Primer

What is a Walk Audit?

Method of assessing an intersection or stretch of roadway from a pedestrian perspective

It is as simple as going to an area and attempting to walk or roll through it as a user.

Why are they important?

Catches design and accessibility flaws that would otherwise be overlooked

Allows for a reassessment of infrastructure from a pedestrian perspective

Informs future design-decisions

How to complete a walk audit

Grab a sheet of paper and a pencil, then walk around your audit site

Don’t rush, focus on being observant to both the infrastructure and your own experience

Note your observations on your worksheet

Use your observations as a starting point for imagining corridor or intersection improvements that would have improved your audit

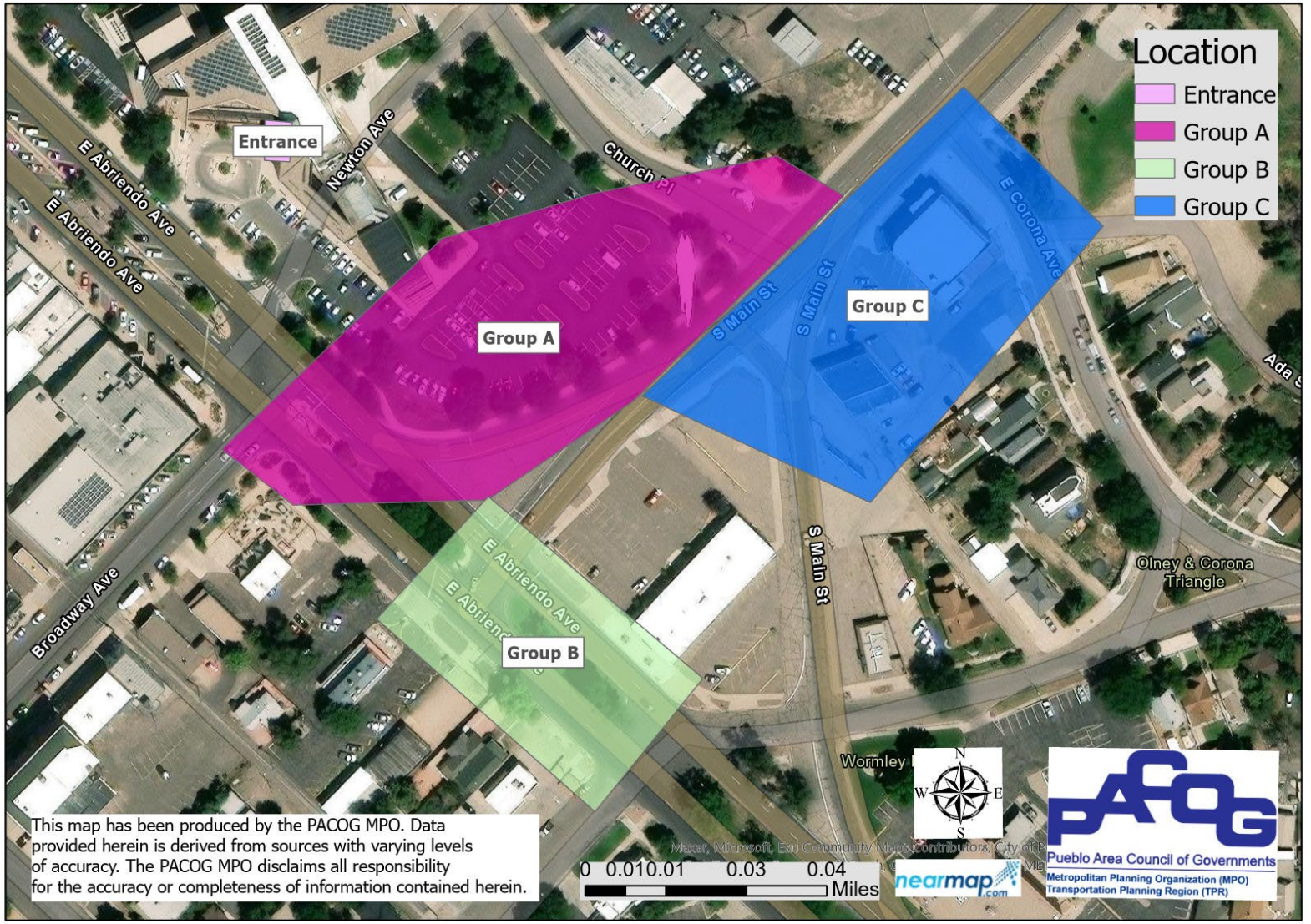
What to look for

Stay in the moment. Do you feel safe and comfortable maneuvering the environment?

Inadequate, non-conforming, or dangerous accessibility features. What is the condition of sidewalks?

How much separation do you have from the road? Are crosswalks timed adequately? How many lanes of traffic do you need to cross?

Complete Streets - Peer Exchange - Walk Audit - January 6, 2026



COMPLETE STREETS PEER EXCHANGE

Sponsored by:

The Federal Highway Administration (FHWA) and
Federal Transit Administration (FTA)

Hosted by:

Pueblo Area Council of Governments (PACOG)

January 7, 2026

Welcome back!

We are excited to have you here today.

Thank you for joining us!

Goal of Today

- Continue to apply Complete Streets concepts to Pueblo's local context through a peer panel and breakout group discussions.

- Meet in breakout groups to discuss:
  - Abriendo Ave. Complete Streets design concepts.
  - Economic benefits of Complete Streets.
  - Action items and next steps for PACOG and partners.

Peer Exchange Agenda – January 7, 2026

- 9:15 – 9:30 AM — Welcome Back
- 9:30 – 10:15 AM — Peer Panel Discussion/Open Q&A
- 10:15 – 11 :00 AM — Breakout Group Discussion Topic 1: Abriendo Avenue Complete Streets Design Discussion
- 11:00 – 11:15 AM — BREAK
- 11:15 AM – 12:00 PM — Breakout Group Discussion Topic 2: Economic Benefits of Complete Streets
- 12:00 – 12:45 PM — Breakout Group Discussion Topic 3: Action Items and Next Steps
- 12:45 – 1:00 PM — Wrap-up

PEER PANEL DISCUSSION

Panelists:

Patrick Hartley
Planning Administrator
City of Tucson

SooGyu Lee
Administrator
City of Las Cruces

Breakout Group Discussions

- Meet in your small group. Group assignment is on your nametag.
- You have about 30 minutes of discussion and 15 minutes of report out.
- Each group designates a notetaker and reporter.

Breakout Group Discussion Topic 1: Abriendo Avenue Complete Streets Design Discussion

1. Did you observe any interesting or unexpected road-users or road-user behavior, like people crossing mid- block instead of at the crosswalk, bicyclists riding on the sidewalk, people using desire paths, etc.?

2. How would Pueblo's emergency services and transit agency perceive any narrowing of lane widths? What kind of coordination would be needed to gain their buy-in?

3. How could the intersection at Abriendo Ave. and Main St. be redesigned to be safer and more comfortable?

4. What concerns do you anticipate drivers may express if modifications to Abriendo Ave. were proposed? How do you think those concerns can be mitigated?

Break

- Please return by 11:15 AM.

Breakout Group Discussion Topic 2: Economic Benefits of Complete Streets

1. How does the cost of constructing Complete Streets improvements compare to conventional transportation projects? What additional maintenance costs need to be considered?
    a. FHWA estimates that construction of an average "normal cost" urban arterial is $3.58 million per mile, and an average "high-cost" arterial is $12.75 million per mile. Seventy-four percent of the Complete Street projects examined in a study by Smart Growth America demonstrate a cost less than an average normal cost arterial, and 97% cost less than the average high-cost arterial.

2. How can Complete Streets spur employment and new businesses along the corridors where they are implemented?
    a. The Smart Growth America study showed improvements in both of these areas along Complete Streets.

3. What are some strategies for low-cost Complete Streets designs?
    a. How can Pueblo take a phased approach, first using low-cost materials like paint/flex posts and then considering permanent materials like concrete when funding comes available?

4. What opportunities are there for Pueblo to form creative partnerships for funding Complete Streets? (e.g., new Leonardo DaVinci Museum of North America)
    a. How can partnerships help fund non-transportation elements to Complete Streets, such as placemaking elements (e.g., planters, street art)

Breakout Group Discussion Topic 3: Action Items and Next Steps

1. What lessons learned from Tucson and Las Cruces are particularly relevant to Pueblo's region?

2. How can the stakeholders in the Pueblo region better collaborate to implement Complete Streets?
   a. Who here today should participate, and who isn't here who should be involved?

3. What are the specific action items we should take to keep the momentum from this event?

DAY 2 RECAP

Peer Exchange Closing

- Please complete the paper survey, located in your folder, to provide feedback. Your input is greatly appreciated!
- Following today's meeting, the TPCB team will develop a high-level summary report of the meeting, highlighting themes and topics discussed.
- The final summary will be available on the TPCB website at: www.planning.dot.gov.
- In six months, there will be a follow-up.

THANK YOU